



Standards Committee

Date: Thursday, 21 March 2019

Time: 10.30 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Antechamber

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

Membership of the Standards Committee

Councillors - Andrews, Connolly, Cooley, Evans, Kilpatrick and Lanchbury

Councillor O'Donovan (Ringway Parish Council)

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

Independent Person

Ms S Beswick and Mr A Eastwood

Agenda

1. Urgent Business

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

2. Appeals

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

3. Interests

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

4. Minutes

To approve as a correct record the minutes of the meeting held on 1 November 2018.

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5. Review of Local Government Ethical Standards - Committee on Standards in Public Life

The report of the City Solicitor and Monitoring Officer is enclosed.

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6. Social Media Guidance for Members update

The report of the City Solicitor is enclosed.

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7. Consultation outcome on Updating Disqualification Criteria for Local Authority Members

The report of the City Solicitor is enclosed.

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8. Register of Members' Interests

The report of the City Solicitor is enclosed.

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9. Member Development Strategy

The report of the City Solicitor is enclosed.

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10. Annual review of Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol

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11. Annual Governance Statement 2018/19

The report of the Deputy Chief Executive and City Treasurer is

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enclosed.

12. Work Programme

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The report of the Governance and Scrutiny Support Unit is attached.

Information about the Committee

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

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

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

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

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
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Further Information

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

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This agenda was issued on **Wednesday, 13 March 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Standards Committee**Minutes of the meeting held on Thursday, 1 November 2018**

Present: N Jackson – in the Chair

Councillors: Andrews, Connolly, Cooley, Evans, Kilpatrick, Lanchbury, O'Donovan
(Ringway Parish Council)

Apologies: Mr G Linnell

ST/18/15. Minutes

To approve as a correct record the minutes of the meeting on 14 June 2018. In approving the minutes the committee noted that work that was underway on encouraging the take-up of member training opportunities.

ST/18/16. Draft Code of Corporate Governance

A report submitted by the Deputy Chief Executive proposed a revised draft Code of Corporate Governance for the Council. The report explained that the Code had been revised to ensure that it continued to accord with the relevant published guidance. Compliance with the new version of the Code was to be monitored by means on the Council's Annual Governance Statement.

The key changes that had been made to the Code were outlined in the report. The revised version now incorporated the Our Manchester Strategy of the Council. It also included references to the General Data Protection Regulation (GDPR) and Data Protection Act 2018; to CIPFA and IFAC's "Delivering Good Governance in Local Government: Framework (2016)". Other revisions had been made relating to the Council's Capital Strategy and the policies of the Greater Manchester Combined Authority.

Subject to the views of the Committee at this meeting, the process the draft would next follow was explained. The draft would go on to be considered by the Audit Committee and then be submitted to the Council in January for adoption.

The Committee welcomed the revised version of the Code of Corporate Governance. In relation to GDPR, a member questioned whether the Code should say more on the individual responsibilities of Councillors as data controllers in their own right, and the risks associated with that status. The member also asked if consideration could be given to the wording used to describe the Council's engagement with stakeholders, citizens and service users to give more emphasis to the ways in which the Council worked with service users and other stakeholders.

The officer presenting the report confirmed that the consideration of further revisions to the wording of the draft document would continue as it was made ready for submission to the Audit Committee and then to the Council.

Decision

To welcome and endorse the proposed revised draft Code of Corporate Governance.

ST/18/17. Members' Update on Ethical Governance

The City Solicitor asked the Committee to consider a draft of the next edition of the “Update on Ethical Governance” which is periodically issued to all Councillors. The draft edition was intended to update councillors on matters and recent events relating to:

- Standards in Public Life address
- Freedom of Information Tribunal decision – complaints and councillors’ personal data
- Councillor cleared of Freedom of Information Act offence
- Councillor pleads guilty to posting offensive messages on social media
- Gifts and Hospitality
- Members Interests

Subject to requesting the amendment to the Freedom of Information Tribunal decision item to specify the name of the Council or to anonymise all for consistency with other items, the Committee agreed that the document should be promulgated within the Council.

Decision

To request that the draft be revised and then issued to all Councillors.

ST/18/18. Planning Protocol

In November 2017 the Committee had considered a report on the Council’s Planning Protocol. The Protocol was one of the Codes included in Part 6 of the Council’s Constitution. The purpose of the Protocol was to ensure that in the planning process there are no grounds for suggesting that a decision has been biased, partial or not well founded in any way. In November 2017 the Committee had made three recommendations: on mandatory training for members involved in deciding on planning applications; on including on the agenda for committee meetings an explanatory note about the protocol for site visits; and that a briefing note on the Protocol be produced for all Councillors (Minute ST/17/12).

A report was now submitted by the City Solicitor to describe the operation of and efficacy of the Planning Protocol as revised by the Council in May 2018 (Minute CC/18/50), and how the Committee’s recommendations from November 2017 had been implemented.

The Mandatory training called for had taken place in May 2018, following the changes in the Planning and Highways Committee's membership after the local elections in May. A mid-year follow-up to that training was being planned. A note on the importance of the Protocol and its application to site visits was now part of every Planning and Highways Committee agenda. Training was also being arranged for all members of the Council on planning obligations and the operation of and purpose of Section 106 Agreements.

The Committee agreed that in general the Protocol continued to be effective and welcomed the steps taken to implement the decisions made in November 2017.

Decision

To note the report.

ST/18/19. Standards Committee Annual Report

The City Solicitor submitted a report to update the Committee on matters within the remit of the Committee since March 2018. It was proposed that this be the Annual Report of the Committee for 2018. The Committee had agreed to the timing of the production of the Annual Report being revised so that it could become part of the evidence the Council used to compile the Annual Governance Statement. This version was for less than 12 months as it was the first produced under the new annual timetable.

A member queried whether the inclusion of the word "Purdah" in the outcome of complaint CCM2018.03 might lead some readers to infer that the Purdah regulations were in some way relevant to the consideration of this complaint, rather than just being a reference to a particular time of the year.

Decisions

1. To Note the work done since March 2018.
2. That this Annual Report now be submitted to the Council.

ST/18/20. Whistleblowing Policy

The overview of the Council's Whistleblowing Policy is part of the remit of the Committee. The Head of Audit and Risk Management submitted a review of the operation of the policy and on changes and updates to the policy and related procedures. The report explained the training that some Council staff had received to further improve the handling of matters raised by whistleblowers.

Members of the Committee queried the application of the policy to the recipients of services provided by the Council's contractors, in particular vulnerable people who were being supported by care agencies commissioned by the Council, and how the policy aligned with the Council's safeguarding arrangements for such people.

Members also sought assurance on how, in those sorts of situations, the service user would be informed of the outcome of the concern they had raised.

An explanation was given on how whistleblowing was incorporated into the Council's commissioning of external providers and how a variety of sources of intelligence were used to identify and respond to issues and areas of concern.

Having discussed the issues raised the Committee agreed that when the Policy is next revised it should include more clarify and detail on the whistleblowing procedures that are available to services users who have concerns about a contractor providing services on behalf of the Council.

Decisions

1. To endorse the report.
2. To recommend to the Audit Committee, when it is next considering a revision of the Whistleblowing Policy, that information be included on arrangements for whistleblowing by services user about contractors.

ST/18/21. Consideration of the introduction of DBS checks for all Members

A report by the City Solicitor asked the Committee to consider whether Disclosure and Barring Service (DBS) checks should be undertaken for some or all elected and co-opted members serving on the Council and its committees. The report explained the different levels of check that are available and the information each would disclose: a basic check, a standard check and an enhanced check. It also examined the different roles that councillors and co-opted members undertake in the Council and explained the significance of "regulated activities" and "saved regulated activities" as defined by the Protection of Freedoms Act (2012), and which activities undertaken by councillors would be considered to be regulated activities.

The present arrangements were described: councillors who sit on Fostering or Adoption Panels, and those who undertake Regulation 44 inspections of children's homes are required to have an enhanced check.

The report examined a range of options for the committee to consider: from ending the requirement for any checks on any councillors; maintaining the present arrangements; introducing more enhanced checks for those members involved in "saved" regulated activities; up to introducing basic checks for all councillors and co-opted members.

The committee supported the continuation of the present arrangements and introduction of the further options as set out in the report, with councillors involved in saved regulated activities needing an enhanced check, and all other councillors and co-opted members being asked to agree to a basic check that they share with the Council. The committee noted that no member could be compelled by the Council to have a basic check, but suggested that information on the number of councillors who had done so should be published each year. Councillors who already had a valid

current check as a result of a role outside the Council would not need to have a second check done for the Council. The Committee also agreed that that it will be important for there to be well-written guidance on the arrangements relating to DBS checks for councillors which political parties could use for candidates that want to stand for election to the Council. The Committee also agreed that this should form part of the induction training for newly elected Councillors.

Decisions

To recommend to Council that it:

- (a) continues to carry out enhanced DBS checks with a check of the barred lists of members who sit on the Fostering and Adoption Panels or who undertake regulation 44 inspections of children's homes;
- (b) undertakes enhanced DBS checks, with a check of the barred lists, for all other elected and co-opted members who undertake "saved" regulated activities, namely
 - all members of the Executive,
 - all members of the Health and Wellbeing Board,
 - all members of the Children and Young People Scrutiny Committee,
 - all members of the Health Scrutiny Committee; and
- (c) requests all other members and co-opted members to agree to basic disclosure checks.

ST/18/22. Work Programme

The committee considered its work programme for its next three meetings, noting the items of business that were scheduled for each of the meetings. The committee agreed the proposals and requested that Social Media Guidance for Councillors be considered in March 2019 at the latest so that any revised guidance was issued before the 2019 local elections.

Decision

To note the report and agree the change to when Social Media Guidance will be considered by the Committee.

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Manchester City Council Report for Information

Report to: Standards Committee – 21 March 2019

Subject: Review of Local Government Ethical Standards – Committee on Standards in Public Life

Report of: City Solicitor and Monitoring Officer

Purpose of the Report

This report advises the Standards Committee that the Committee on Standards in Public Life (CSPL), has completed its latest review of local government ethical standards and published its report on 30 January 2019. The Committee advises the Prime Minister on ethical standards across the whole of public life in England and monitors and reports on issues relating to the standards of conduct of all public office holders.

Recommendations

1. That the Committee note the report;
 2. That the Monitoring Officer be requested to undertake a review of the implications for the Council in following the best practice recommendations for local authorities, of the Committee on Standards in Public Life and that she report back to a future meeting of the Standards Committee.
 3. That Council be requested to extend the terms of office of Nicolë Jackson & Geoff Linnell (the two independent co-opted members of the Standards Committee) and Alan Eastwood & Sarah Beswick (the Council's two Independent Persons) for two years commencing on 18 November 2019.
-

Wards Affected: All

Contact Officers:

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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.

- Manchester City Council's Code of Conduct for Members;
- Manchester City Council's Arrangements for dealing with complaints that Council Members have failed to comply with the Council's Code of Conduct for Members.

1.0 Background

1.1 The Localism Act 2011 fundamentally changed the local authority Standards regime in England with the new standards regime coming in to effect from mid-2012. Members will be aware, as reported to this Committee on 15 March 2018, that the Committee on Standards in Public Life (“the CSPL”) has been conducting a review of local government ethical standards. The CSPL has now completed its review and published a report on 30 January 2019.

1.2 A copy of the CSPL report (“the report”) is available at:

<https://www.gov.uk/government/publications/local-government-ethical-standards-report>

2.0 Terms of reference

2.1 The terms of reference for the review were to:

1. Examine the structures, processes and practices in local government in England for:
 - a. Maintaining codes of conduct for local councillors;
 - b. Investigating alleged breaches fairly and with due process;
 - c. Enforcing codes and imposing sanctions for misconduct;
 - d. Declaring interests and managing conflicts of interest; and
 - e. Whistleblowing.
2. Assess whether the existing structures, processes and practices are conducive to high standards of conduct in local government;
3. Make any recommendations for how they can be improved; and
4. Note any evidence of intimidation of councillors, and make recommendations for any measures that could be put in place to prevent and address such intimidation.

2.2 The Report covers Parish Councils but not Combined Authorities.

3.0 The report findings

3.1 The CSPL report includes the following findings:

- a) “Our evidence supports the view that the vast majority of councillors and officers maintain high standards of conduct. There is, however, clear evidence of misconduct by some councillors. The majority of these cases relate to bullying or harassment, or other disruptive behaviour. There is also evidence of persistent or repeated misconduct by a minority of councillors;
- b) We are also concerned about a risk to standards under the current arrangements, as a result of the current rules around declaring interests, gifts and hospitality, and the increased complexity of local government decision-making;

- c) We have considered whether there is a need for a centralised body to govern and adjudicate on standards. We have concluded that whilst the consistency and independence of the system could be enhanced, there is no reason to reintroduce a centralised body, and that local authorities should retain ultimate responsibility for implementing and applying the Seven Principles of Public Life in local government (see Appendix1). Any Councillor suspended should have the right to appeal to the Local Government and Social Care Ombudsman whose decision will be binding.
- d) The Local Government Association should create an updated model code of conduct in order to enhance the consistency and quality of local authority codes;
- e) Whilst a Councillor's private life is outside the scope of the Code of Conduct there should be a presumption that Councillors' public behaviour is in an 'official capacity' and therefore subject to the Code of Conduct;
- f) The current arrangements for declaring and managing interests are unclear, too narrow and do not meet the expectations of councillors or the public. They should be repealed and replaced with an objective test, namely:
A councillor must not participate in a discussion or vote in a matter to be considered at a meeting if they have any interest, whether registered or not, "if a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your consideration or decision-making in relation to that matter".
- g) The current criminal offences relating to Disclosable Pecuniary Interests are disproportionate in principle and ineffective in practice, and should be abolished;
- h) A local authority should be able to suspend a councillor for up to six months without allowances, but only where the Independent Person (IP) agrees both that there has been a breach and that suspension is a proportionate sanction;
- i) The role of Independent Persons (IPs) should be strengthened. However, to avoid any possibility that their independence is compromised by a long period of involvement with a single Council, IP appointments should be for a fixed term of 2 years, renewable once. Councils should provide legal indemnity to IPs if their advice or views are disclosed;
- j) The government should ensure that candidates standing for or accepting public offices are not required publicly to disclose their home address;
- k) Disciplinary protections for statutory officers, such as the Monitoring Officer (MO), should be extended to all disciplinary action, not just dismissal;
- l) Councillors should be required to attend formal induction training by their political groups. National parties should add such a requirement to their model group rules."

3.2 In relation to Parish Councils the report in particular recommends:

- a) "Parish Council Clerks should hold an appropriate qualification, such as those provided by the Society of Local Council Clerks;

- b) Parish Councils should be required to adopt the code of conduct of their principal authority, with the necessary amendments, or the new model code;
- c) Any sanction imposed on a parish councillor, following a finding of a breach, should be determined by the relevant principal authority.”

4.0 Recommendations of the CSPL to the Government

- 4.1 The CSPL has made 26 recommendations to improve ethical standards in local government. Its recommendations are made to the government, the Local Government Association, Parish Councils and to political parties.
- 4.2 The CSPL list of recommendations is attached, as Appendix 2. We await the response of the Government to those recommendations.

5.0 Best practice recommendations of the CSPL to local authorities

- 5.1 In addition, the CSPL has made 15 best practice recommendations for local authorities that should be considered a benchmark of good ethical practice, which it expects that all local authorities can and should implement.
- 5.2 The CSPL list of best practice recommendations to local authorities is attached, as Appendix 3.
- 5.3 Following the abolition of the national code of conduct, by the Localism Act in 2011, the ten Greater Manchester (GM) local authorities decided to adopt an agreed local code of conduct across GM. This was to help enhance consistency across GM and also the quality of the locally adopted code. For the same reasons it is proposed that the chief legal officers of each of the ten GM local authorities discuss the best practice recommendations with a view to proposing to each authority a co-ordinated approach across GM. The MO will report back to the Standards Committee following completion of those discussions.

6.0 Implications of the CSPL best practice recommendations on Manchester City Council

- 6.1 Below is a table showing the CSPL’s 15 best practice recommendations and the potential implications on Manchester City Council (MCC). Included in **bold** are those recommendations that it is considered may be implemented by MCC prior to the MO reporting back to the Committee. Those best practice recommendations that are greyed out below are already being complied with by MCC.
- 6.2 The CSPL has recommended that the Local Government Association (LGA) should create an updated model code of conduct. Should the LGA agree to do so it is likely to take in to account best practice recommendations 1 and 2 below in formulating an amended code. It is recommended therefore that no amendments are made to the agreed GM code until such time as an updated LGA model code is available.

No.	CSPL best practice recommendation	Implication for Manchester City Council
1	Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition	The code of conduct contains a provision that members must not “bully or be abusive to any person”. However, the code does not: <ul style="list-style-type: none"> specifically restrict “harassment” define the terms give examples. Work on this should be informed by the proposed LGA model code.
2	Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation, and prohibiting trivial or malicious allegations by councillors	The code does not specifically cover these. Work on this should be informed by the proposed LGA model code.
3	Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities	The operation and effectiveness of the MCC code is reviewed annually as part of the annual report to the Standards Committee. A full review of the Code has been awaiting GM wide review as the Code was originally drawn up for use by by all 10 GM Councils. Work on this should be informed by the proposed LGA model code.
4	An authority’s code should be readily accessible to both councillors and the public, in a prominent position on a council’s website and available in council premises	A search on the MCC website will take you indirectly to the MCC code but only via the constitution in which it is contained. MCC will make the code more accessible by the next Committee meeting to be held on 13 June 2019.
5	Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV	Members are reminded to update their register including Gifts and Hospitality Register 4 times a year. 2 reminders (March and Nov) are given in the Members’ Ethical Guidance and the Governance and Scrutiny Unit sent out reminders in July 2018 and January 2019. MCC already publishes members’ registers as scanned PDF images, but will ensure that they are in an accessible format by the next

		Committee meeting to be held on 13 June 2019.
6	Councils should publish a clear and straightforward public interest test against which allegations are filtered	<p>The MCC arrangements for dealing with complaints against members does contain detailed criteria that the MO will follow in deciding whether a complaint should be accepted for investigation, dealt with informally, or rejected.</p> <p>The code also provides that the Officer investigating a complaint will follow guidance issued by the MO. The guidance promotes the principles of proportionality and the cost effective use of Council resources.</p> <p>The Arrangements, and the hearing guidance, were last reviewed in consultation with IPs and Independent Members of the Standards Committee in 2017 when the revised Arrangements were adopted by the Standards Committee.</p>
7	Local authorities should have access to at least two Independent Persons	MCC already complies with this recommendation
8	An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation, and should be given the option to review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial	MCC already complies with this recommendation
9	Where a local authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied	MCC complies with the requirements of the Localism Act 2011 in relation to independent persons. MCC also complies with most of this recommendation, and will ensure that any view of the IP is recorded on future decision notices.

10	A local authority should have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes	MCC already complies with this recommendation
11	Formal standards complaints about the conduct of a parish councillor towards a clerk should be made by the chair or by the parish council as a whole, rather than the clerk in all but exceptional circumstances	The Ringway Parish Council code does not contain a provision to this effect. Work on this should be informed by the proposed LGA model code. The MO will offer support to Ringway Parish Council regarding its review of its code.
12	Monitoring Officers' roles should include providing advice, support and management of investigations and adjudications on alleged breaches to parish councils within the remit of the principal authority. They should be provided with adequate training, corporate support and resources to undertake this work	The Council's MO and her staff are happy to provide advice and support to Ringway Parish Council. The MO is provided with adequate training, corporate support and resources to undertake this work.
13	A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation	MCC guidance issued to the Officer investigating a complaint provides that: "where there may be a conflict of interest preventing the MO from discharging his or her functions under the Arrangements, the Deputy MO, another appropriate officer of the authority, an officer of another local authority, or an external Investigating Officer shall be appointed by the MO to discharge the functions of the MO". The Guidance will be reviewed and updated as necessary, following further discussion at GM level.
14	Councils should report on separate bodies they have set up or which they own as part of their annual governance statement, and give a full picture of their relationship with	This will be discussed with those officers responsible for the annual governance statement and reported back to the next Committee meeting to be held on 13 June 2019.

	those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness, and publish their board agendas and minutes and annual reports in an accessible place	
15	Senior officers should meet regularly with political group leaders or group whips to discuss standards issues	MCC already complies with this recommendation

7.0 Terms of Office of Independent Members/Persons

7.1 Recommendation 8 of the CSPL to the Government is that “the Localism Act 2011 should be amended to require that Independent Persons are appointed for a fixed term of two years, renewable once”. It remains to be seen whether the government accepts this recommendation. The Government may also encounter difficulties in setting aside sufficient Parliamentary time to debate this, and other recommendations of the CSPL in the near future.

7.2 On 18 November 2015 the Council resolved to:

- extend Alan Eastwood’s term of office as an Independent Person for four years commencing on 18 November 2015;
- appoint Sarah Beswick to act as an Independent Person for a term of office of four years commencing on 18 November 2015;
- appoint Nicolē Jackson as an independent co-opted member and Chair of the Standards Committee for a term of office of four years commencing on 18 November 2015;
- appoint Geoff Linnell as an independent co-opted member of the Standards Committee for a term of office of four years starting on 18 November 2015.

7.3 The terms of office of all four will therefore expire on 17 November this year.

7.4 Whilst the CSPL recommendation in relation to the terms of office of Independent Persons is considered by the Government it is proposed that the terms of office of MCC’s two IP’s be extended for two years commencing on 18 November this year. It is also recommended that the terms of office of the Council’s two independent co-opted members of the Standards Committee similarly be extended.

7.5 It is envisaged that in 2021 the offices of the two independent co-opted members of the Standards Committee and the two Independent Persons be advertised with a view to appointing new membership with effect from 18 November 2021.

8.0 Recommendations

1. That the Committee note the report;
2. That the Monitoring Officer be requested to undertake a review of the implications for the Council in following the best practice recommendations for local authorities, of the Committee on Standards in Public Life and that she report back to a future meeting of the Standards Committee;
3. That Council be requested to extend the terms of office of Nicol  Jackson & Geoff Linnell (the two independent co-opted members of the Standards Committee) and Alan Eastwood & Sarah Beswick (the Council's two Independent Persons) for two years commencing on 18 November 2019.



The Seven Principles of Public Life

The Principles of Public Life apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

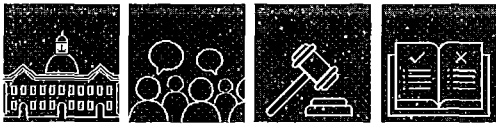
Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

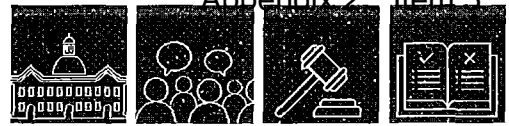
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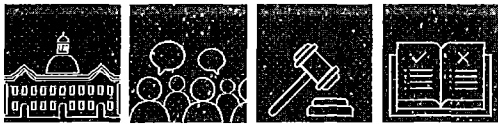
List of recommendations

List of recommendations

Number	Recommendation	Responsible body
1	The Local Government Association should create an updated model code of conduct, in consultation with representative bodies of councillors and officers of all tiers of local government.	Local Government Association
2	The government should ensure that candidates standing for or accepting public offices are not required publicly to disclose their home address. The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 should be amended to clarify that a councillor does not need to register their home address on an authority's register of interests.	Government
3	Councillors should be presumed to be acting in an official capacity in their public conduct, including statements on publicly-accessible social media. Section 27(2) of the Localism Act 2011 should be amended to permit local authorities to presume so when deciding upon code of conduct breaches.	Government
4	Section 27(2) of the Localism Act 2011 should be amended to state that a local authority's code of conduct applies to a member when they claim to act, or give the impression they are acting, in their capacity as a member or as a representative of the local authority.	Government
5	The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 should be amended to include: unpaid directorships; trusteeships; management roles in a charity or a body of a public nature; and membership of any organisations that seek to influence opinion or public policy.	Government
6	Local authorities should be required to establish a register of gifts and hospitality, with councillors required to record any gifts and hospitality received over a value of £50, or totalling £100 over a year from a single source. This requirement should be included in an updated model code of conduct.	Government

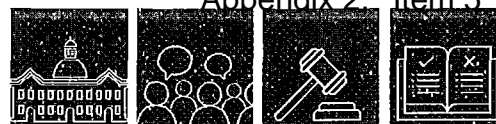


Number	Recommendation	Responsible body
7	Section 31 of the Localism Act 2011 should be repealed, and replaced with a requirement that councils include in their code of conduct that a councillor must not participate in a discussion or vote in a matter to be considered at a meeting if they have any interest, whether registered or not, "if a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your consideration or decision-making in relation to that matter".	Government
8	The Localism Act 2011 should be amended to require that Independent Persons are appointed for a fixed term of two years, renewable once.	Government
9	The Local Government Transparency Code should be updated to provide that the view of the Independent Person in relation to a decision on which they are consulted should be formally recorded in any decision notice or minutes.	Government
10	A local authority should only be able to suspend a councillor where the authority's Independent Person agrees both with the finding of a breach and that suspending the councillor would be a proportionate sanction.	Government
11	Local authorities should provide legal indemnity to Independent Persons if their views or advice are disclosed. The government should require this through secondary legislation if needed.	Government / all local authorities
12	Local authorities should be given the discretionary power to establish a decision-making standards committee with voting independent members and voting members from dependent parishes, to decide on allegations and impose sanctions.	Government
13	Councillors should be given the right to appeal to the Local Government Ombudsman if their local authority imposes a period of suspension for breaching the code of conduct.	Government



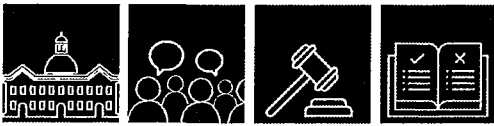
List of recommendations

Number	Recommendation	Responsible body
14	The Local Government Ombudsman should be given the power to investigate and decide upon an allegation of a code of conduct breach by a councillor, and the appropriate sanction, on appeal by a councillor who has had a suspension imposed. The Ombudsman's decision should be binding on the local authority.	Government
15	The Local Government Transparency Code should be updated to require councils to publish annually: the number of code of conduct complaints they receive; what the complaints broadly relate to (e.g. bullying; conflict of interest); the outcome of those complaints, including if they are rejected as trivial or vexatious; and any sanctions applied.	Government
16	Local authorities should be given the power to suspend councillors, without allowances, for up to six months.	Government
17	The government should clarify if councils may lawfully bar councillors from council premises or withdraw facilities as sanctions. These powers should be put beyond doubt in legislation if necessary.	Government
18	The criminal offences in the Localism Act 2011 relating to Disclosable Pecuniary Interests should be abolished.	Government
19	Parish council clerks should hold an appropriate qualification, such as those provided by the Society of Local Council Clerks.	Parish councils
20	Section 27(3) of the Localism Act 2011 should be amended to state that parish councils must adopt the code of conduct of their principal authority, with the necessary amendments, or the new model code.	Government
21	Section 28(11) of the Localism Act 2011 should be amended to state that any sanction imposed on a parish councillor following the finding of a breach is to be determined by the relevant principal authority.	Government
22	The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 should be amended to provide that disciplinary protections for statutory officers extend to all disciplinary action, not just dismissal.	Government



List of recommendations

Number	Recommendation	Responsible body
23	The Local Government Transparency Code should be updated to provide that local authorities must ensure that their whistleblowing policy specifies a named contact for the external auditor alongside their contact details, which should be available on the authority's website.	Government
24	Councillors should be listed as 'prescribed persons' for the purposes of the Public Interest Disclosure Act 1998.	Government
25	Councillors should be required to attend formal induction training by their political groups. National parties should add such a requirement to their model group rules.	Political groups National political parties
26	Local Government Association corporate peer reviews should also include consideration of a local authority's processes for maintaining ethical standards.	Local Government Association



List of best practice

List of best practice

Our best practice recommendations are directed to local authorities, and we expect that any local authority can and should implement them. We intend to review the implementation of our best practice in 2020.

Best practice 1: Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.

Best practice 2: Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation, and prohibiting trivial or malicious allegations by councillors.

Best practice 3: Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.

Best practice 4: An authority's code should be readily accessible to both councillors and the public, in a prominent position on a council's website and available in council premises.

Best practice 5: Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.

Best practice 6: Councils should publish a clear and straightforward public interest test against which allegations are filtered.

Best practice 7: Local authorities should have access to at least two Independent Persons.

Best practice 8: An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation, and should be given the option to review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial.

Best practice 9: Where a local authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied.

Best practice 10: A local authority should have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes.

Best practice 11: Formal standards complaints about the conduct of a parish councillor towards a clerk should be made by the chair or by the parish council as a whole, rather than the clerk in all but exceptional circumstances.

Best practice 12: Monitoring Officers' roles should include providing advice, support and management of investigations and adjudications on alleged breaches to parish councils within the remit of the principal authority. They should be provided with adequate training, corporate support and resources to undertake this work.

Best practice 13: A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.

Best practice 14: Councils should report on separate bodies they have set up or which they own as part of their annual governance statement, and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness, and publish their board agendas and minutes and annual reports in an accessible place.

Best practice 15: Senior officers should meet regularly with political group leaders or group whips to discuss standards issues.

CODE OF CONDUCT FOR MEMBERS

Section A

Code of Conduct for Members

CODE OF CONDUCT FOR MEMBERS

SECTION A: CODE OF CONDUCT FOR MEMBERS

(ADOPTED BY THE COUNCIL ON 11 JULY 2012)

Pre-amble to Code of Conduct for Members

1. Introduction

The Council is determined to provide excellent local government for the people of the City. It promotes and maintains high standards of conduct by Members and Voting Co-opted Members and has adopted a Code of Conduct for Members, in line with its obligations under section 27(2) of the Localism Act 2011.

2. General Principles of Conduct for Members and Voting Co-opted Members

The Code and the Guidance are based on the following General Principles.

2.1 General Principles

Members and **Voting** Co-opted Members must behave according to the highest standards of personal conduct in everything they do as a Member. In particular they must observe the following principles of conduct, some of which are set out in law.

2.2 Selflessness

Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person

2.3 Honesty and Integrity

Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour

2.4 Objectivity

Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

2.5 Accountability

Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-

CODE OF CONDUCT FOR MEMBERS

operate fully and honestly with any scrutiny appropriate to their particular office.

2.6 Openness

Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.

2.7 Personal Judgement

Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions

2.8 Respect for Others

Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers, and its other employees.

2.9 Duty to Uphold the Law

Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

2.10 Stewardship

Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law

2.11 Leadership

Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

3. Training

- 3.1 Each Member must attend training on the Code of Conduct/ethical standards, in addition to any current requirements to receive training for specific Committees, for example Planning or Licensing Committees

CODE OF CONDUCT FOR MEMBERS

THE CODE OF CONDUCT

Part 1 General provisions

1. Introduction and interpretation

- 1.1 This Code applies to you as a Member of the Council.
- 1.2 It is your responsibility to comply with this Code. Failure to do so may result in a sanction being applied by the Council. Failure to take appropriate action in respect of a Disclosable Pecuniary Interest may result in a criminal conviction and an unlimited fine and /or disqualification from office for a period of up to 5 years. In this Code - "meeting" means any meeting of:
- (a) the Council;
 - (b) any of the Council's Committees or Sub-Committees, Joint Committees or Joint Sub-Committees;
 - (c) the Executive or any committee of the Executive.
- 1.3 "Member" includes a Voting Co-opted Member and an Appointed Member.

2. Scope

- 2.1 Subject to sub-paragraphs (2) and (3), you must comply with this Code whenever you are acting as a Member or Voting Co-opted Member of the Council or an Appointed Member of a Joint Committee, and, references to your official capacity are construed accordingly.
- 2.2 This Code does not have effect in relation to your conduct other than where it is in your official capacity.
- 2.3 Where you act as a representative of the Council—
- (a) on another relevant authority, including the Greater Manchester Combined Authority, the Greater Manchester Fire & Rescue Authority and the Greater Manchester Waste Disposal Authority, you must, when acting for that other authority, comply with that other authority's code of conduct; or
 - (b) on any other body, you must, when acting for that other body, comply with this Code, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

3. General obligations

- 3.1 You must not:

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- (a) do anything which may knowingly cause the Council to breach the Equality Act 2010;
- (b) bully or be abusive to any person,
- (c) intimidate or attempt to intimidate any person who is or is likely to be:
 - (i) a complainant,
 - (ii) a witness, or
 - (iii) involved in the administration of any investigation or proceedings,

in relation to an allegation that a Member (including yourself) has failed to comply with his or her authority's code of conduct, or

- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the Council.

4. You must not:

- (a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where.
 - (i) you have the consent of a person authorised to give it;
 - (ii) you are required by law to do so;
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is.
 - (a) reasonable and in the public interest, and
 - (b) made in good faith and in compliance with the reasonable requirements of the Council; or
- (b) prevent another person from gaining access to information to which that person is entitled by law.

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

6. You.

- (a) must not use or attempt to use your position as a Member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and

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- (b) must, when using or authorising the use by others of the resources of your authority
 - (i) act in accordance with the Council's reasonable requirements, and
 - (ii) ensure that such resources are not used improperly for political purposes (including party political purposes); and
 - (c) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.
- 7.** (1) When reaching decisions on any matter you must have regard to any relevant advice provided to you by
- (a) The Council's Chief Finance Officer; or
 - (b) The Council's Monitoring Officer,
- where that officer is acting pursuant to his or her personal statutory duties.
- (2) You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by your authority.

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Part 2 - Disclosable pecuniary interests

8. Notification of disclosable pecuniary interests

- 8.1 Within 28 days of becoming a Member or Voting Co-opted Member, you must notify the Monitoring Officer of any 'disclosable pecuniary interests'.
- 8.2 A 'disclosable pecuniary interest' is an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in the table below.
- 8.3 "Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the 12 month period prior to notification of the interest in respect of any expenses incurred by you in carrying out duties as a Member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation Act) 1992 (a)
Contracts	Any contract which is made between you or your partner (or a body in which you or your partner has a beneficial interest) and the Council - (a) under which goods or services are to be provided or works are to be executed and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the area of Manchester City Council
Licences	Any licence (alone or jointly with others) to occupy land in the area of Manchester City Council for a month or longer
Corporate Tenancies	Any tenancy where (to your knowledge) - (a) the landlord is the Council and (b) the tenant is a body in which you or your partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where - (a) that body (to your knowledge) has a place of business or land in the area of Manchester

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	City Council, and (b) either - (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or your partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class
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For the purposes of the above table -

- (a) "a body in which you or your partner has a beneficial interest" means a firm in which you or your partner is a partner or a body corporate of which you or your partner is a director, or in the securities of which you or your partner has a beneficial interest.
- (b) "director" includes a member of the committee of management of a registered society within the meaning given by section 1(1) of the Co-operative and Community Benefit Societies Act 2014, other than a society registered as a credit union.
- (c) "land" excludes an easement, interest or right in or over land which does not carry with it a right for you or your partner (alone or jointly) to occupy the land or receive income, and
- (d) "securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

9 Non participation in case of disclosable pecuniary interest

- 9.1 If you are present at a meeting and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting,
- 1. You must not participate in any discussion of the matter at the meeting
 - 2. You must not participate in any vote taken on the matter at the meeting.
 - 3. If the interest is not registered, you must disclose the interest to the meeting.
 - 4. If the interest is registered, you are also required by Council Procedure Rule 29.3 and Executive Procedure Rule 3 to disclose it to the meeting.

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- 5 If the interest is not registered and is not the subject of a pending notification, you must notify the Monitoring Officer of the interest within 28 days.
 - 6 You are also required by Council Procedure Rule 30 and Executive Procedure Rule 4 to withdraw from the room of the meeting whilst the matter is being considered.
- 9.2 Where an Executive Member may discharge a function alone and becomes aware of a disclosable pecuniary interest in a matter being dealt with or to be dealt with by her/him, the Executive Member must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter
- 10 Offences**
- 10.1 It is a criminal offence to
- Fail to notify the Monitoring Officer of any disclosable pecuniary interest within 28 days of election.
 - Fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register.
 - Fail to notify the Monitoring Officer within 28 days of a disclosable pecuniary interest that is not on the register that you have disclosed to a meeting.
 - Participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest.
 - As an Executive Member discharging a function acting alone, and having a disclosable pecuniary interest in such a matter, failing to notify the Monitoring Officer within 28 days of the interest.
 - As an Executive Member discharging a function acting alone, and having a disclosable pecuniary interest in a matter, taking any steps in relation to such a matter.
 - Knowingly or recklessly providing information that is false or misleading in notifying the Monitoring Officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.
- 10.2 The criminal penalties available to a court are to impose an unlimited fine and disqualification from being a councillor for up to 5 years

CODE OF CONDUCT FOR MEMBERS

Part 3 - Other interests

11 Notification of personal interests

- 11.1 In addition to the disclosable pecuniary interests notifiable under the Localism Act 2011, you must within 28 days of your election or appointment to office (where that is later) notify the Monitoring Officer in writing of the details of your other personal interests, where they fall within the categories set out in paragraph 11(2) below for inclusion in the register of interests.
- 11.2 You have a personal interest in any business of your authority where it relates to or is likely to affect -
- (a) any body of which you are in a position of general control or management and to which you are appointed or nominated by your authority,
 - (b) any body -
 - (i) exercising functions of a public nature,
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),
 of which you are in a position of general control or management,
 - (c) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £100

12 Disclosure of interests

- 12.1 Subject to paragraphs 12.4 to 12.7, where you have a personal interest described in paragraph 11.2 above or in paragraph 12.2 below in any business of your authority, and where you are aware or ought reasonably to be aware of the existence of the personal interest, and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- 12.2 You also have a personal interest in any business of your authority where a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well being or financial position of a *relevant person* to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward, affected by the decision.
- 12.3 In paragraph 12.2, a *relevant person* is -
- (a) a member of your family or any person with whom you have a close association; or

CODE OF CONDUCT FOR MEMBERS

- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in paragraph 11.2(a) or (b)

12.4 Where you have a personal interest in any business of the Council which relates to or is likely to affect a body described in paragraph 11.2(a) or 11.2(b)(i), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.

12.5 Where you have a personal interest in any business of the Council of the type mentioned in paragraph 11.2(c), (gifts and hospitality) you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.

12.6 Where you have a personal interest but, by virtue of paragraph 16, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.

12.7 Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest

13 Non participation in case of prejudicial interest

13.1 Where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest and where that business -

- (a) affects your financial position or the financial position of a person or body described in paragraph 12.3 ;or
- (b) relates to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 12.3.

13.2 Subject to paragraphs 13.3 and 13.4, where you have a prejudicial interest in any business of your authority -

- (a) You must not participate in any discussion of the matter at the meeting.

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- (b) You must not participate in any vote taken on the matter at the meeting
 - (c) You must disclose the interest to the meeting.
 - (d) If the interest is not registered and is not the subject of a pending notification, you must notify the Monitoring Officer of the interest within 28 days.
 - (e) You are also required by Council Procedure Rule 30 and Executive Rule 4 to withdraw from the room of the meeting whilst the matter is being considered
- 13.3 Where you have a prejudicial interest in any business of the Council, you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise and you leave the room where the meeting is held immediately after making representations, answering questions or giving evidence.
- 13.4 Subject to you disclosing the interest at the meeting, you may attend a meeting and vote on a matter where you have a prejudicial interest that relates to the functions of your authority in respect of—
- (a) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends,
 - (b) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay; and
 - (c) any ceremonial honour given to members.
- 13.5 Where, as an Executive Member, you may discharge a function alone, and you become aware of a prejudicial interest in a matter being dealt with, or to be dealt with by you, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter, or seek improperly to influence a decision about the matter.

14 Interests arising in relation to Scrutiny Committees

In any business before a Scrutiny Committee of the Council (or of a Sub-Committee of such a Committee) where—

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- (a) that business relates to a decision made (whether implemented or not) or action taken by the Executive or another of the authority's Committees, Sub-Committees, Joint Committees or Joint Sub-Committees; and
- (b) at the time the decision was made or action was taken, you were a member of the Executive, Committee, Sub-Committee, Joint Committee or Joint Sub-Committee mentioned in paragraph (a) and you were present when that decision was made or action was taken,

you may attend the meeting of the Scrutiny Committee for the purpose of explaining the reasons for the decision, or answering questions or giving evidence relating to the business, but you cannot participate otherwise in the discussion or in any vote on the matter.

CODE OF CONDUCT FOR MEMBERS**Part 4 - General Matters relating to Parts 2 and 3****15 Register of interests**

Subject to paragraph 16 any disclosable pecuniary interests or personal interests notified to the Monitoring Officer will be included in the register of interests. A copy of the register will be available for public inspection and will be published on the authority's website

16 Sensitive interests

This paragraph applies where you consider that disclosure of the details of a disclosable pecuniary interest or a personal interest could lead to you, or a person connected with you, being subject to violence or intimidation, and the Monitoring Officer agrees. In these circumstances, if the interest is entered on the register, copies of the register that are made available for inspection and any published version of the register will exclude details of the interest, but may state that you have a disclosable pecuniary interest, the details of which are withheld under Section 32(2) of the Localism Act 2011.

17 Dispensations

The Council may grant you a dispensation, but only in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest or a prejudicial interest.

**Manchester City Council
Report for Information**

Report to: Standards Committee – 21 March 2019
Subject: Social Media Guidance for Members update
Report of: City Solicitor

Purpose of the Report

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

Recommendation

That the Committee note the report.

Wards Affected: All

Contact Officers:

Name: Fiona Ledden
Position: City Solicitor
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Name: Poornima Karkera
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Telephone: 0161 234 3719
E-mail: p.karkera@manchester.gov.uk

Background documents (available for public inspection): None

1.0 Background

- 1.1 The Committee last received a report on Revision of the Social Media Guidance for Members ('the Guidance') at its meeting held 15 March 2018. Prior to this the Guidance was considered and reviewed in March 2017. As requested by the Standards Committee the Social Media Guidance for Members was circulated again to all Members in June 2018. The Guidance will be added to the proposed Members' Google Drive.
- 1.2 At the meeting on 15 March 2018 the Committee agreed a very minor revision to the wording in paragraph 5.3 of the Guidance to take account of changes to data protection law which came into effect on 25 May 2018. A copy of the Guidance is attached.

2.0 Operation of the Guidance

- 2.1 In terms of the operation of the Guidance as indicated in the Annual Standards Committee Report ('Annual Report') considered by this Committee in November 2018 although 3 complaints made to the Council's Monitoring Officer under the Council's Code of Conduct for Members were linked to social media use 2 of these largely related to postings made before the Member in question became a Councillor. Where they related to conduct in an official capacity the complaints were in connection with tweets made some considerable time before. There have been no complaints against members regarding social media since November 2018 and no decision notices have been made in relation to social media complaints since November 2018. This compares with one complaint made in 2017 and six during the period October 2015 to October 2016. The view of the Council's Monitoring Officer is that complaints relating to Social media use are not at a level that give rise to specific concerns in this area. However, as a refresher the Social Media Guidance will be sent to all Members again shortly.

3.0 Training

- 3.1 The Members Development Working Group ('MDWG') established to champion, develop and improve members' development has been sourcing training on the main types of social media as part of its annual training programme. As indicated in the Annual Report, Social Media Training arranged for September 2018 unfortunately had to be rescheduled due to circumstances beyond the Council's control. It was rearranged for 11 December 2018 and was delivered by external providers with an introductory session from the Council's Communications Team.
- 3.2 16 members expressed an interest in attending this training, 13 accepted an invite to attend and 7 members attended on the day. Apologies were received in advance of the event from members who could not attend in response to a reminder email. The reasons given varied from ill health to pressing work/council issues. There was excellent feedback from the members who were able to attend in relation to this training and the external trainers were

very complimentary about the Council's Social Media Guidance which they commended to all members.

4.0 Recommendation

- 4.1 That the Committee note the report.

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Social media guidance for Members

1. Purpose

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

2. What is social media?

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

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

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

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

3. Guidelines for using social media

3.1 The Members Code of Conduct and "Blurred identities"

It is important for Members to be aware of the fact that they may have "blurred identities" online. This means that you may have a social media account where you comment both as a Member and as an individual. For example, a Facebook account where you post about a great night out (personal) and another time explain the Council's position on recycling (Member). While it

may be clear to you when you are posting in your private capacity or as a Member, this may be less clear to others. Such “blurred identities” may have implications where your views are taken as those of the Council or your political party, rather than your own personal opinion. It is therefore important for you to make sure that your social media accounts and profiles are as clear as possible as to whether you are speaking in your private capacity, as a Member of the Council, or as a member of your political party.

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

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

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

Where you are held to be acting as a Member of the Council, the Council’s Code of Conduct for Members will apply to your online activity in the same way it does to other written or verbal communication you undertake.

Members should therefore comply with the general principles of the Code of Conduct in what they publish and in what they allow others to publish.

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

- *You must not:*
 - (a) *do anything which may knowingly cause the Council to breach the Equality Act 2010;*
 - (b) *bully or be abusive to any person;*
- *You must not:*
 - (a) *disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature*

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

3.2 Think before you publish

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

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

3.3 Choose appropriate privacy settings

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

3.4 Make your commenting policy clear

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

4. Principles for using social media

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

Be respectful

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

Be credible and consistent

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

Be honest about who you are

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

Be responsive

Respond to questions and comments in an appropriate timely manner.

Be confident

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

5. Responsibilities of Members

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

5.1 Libel

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

5.2 Copyright

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

5.3 Data Protection Legislation

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

5.4 Confidential Information

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

Information Procedure Rules at Part 4, Section B of the Council's Constitution).

5.5 Bias and pre-determination

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

5.6 Electoral periods

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

6. Malware and online crime prevention

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

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

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

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

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

8. Compliance

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

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

9. Review

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

Manchester City Council Report for Resolution

Report to: Standards Committee – 21 March 2019

Subject: Consultation outcome on Updating Disqualification Criteria for Local Authority Members

Report of: City Solicitor

Summary

To provide an overview of the responses to the consultation on updating disqualification criteria for local authority members including the Government's response.

Recommendation

That the Committee notes the report.

Wards Affected: All

Financial Consequences for Revenue Budget: None.

Financial Consequences for the Capital Budget: None.

Implications for:

Antipoverty	Equal Opportunities	Environment	Employment
No	No	No	No

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Background documents (available for public inspection):

None

1 Background

- 1.1 The Department for Communities and Local Government (DCLG) (now the Ministry of Housing, Communities and Local Government (MHCLG)) consulted on proposals to update the disqualification criteria that bar individuals from standing for, or holding office as, a local councillor or directly elected mayor. The consultation ran from 18 September 2017 to 8 December 2017.
- 1.2 Currently individuals cannot stand for or hold office as a local authority member if they have within the five years prior to being elected or at any time since their election been convicted in the United Kingdom, the Channel Islands or the Isle of Man of any offence and as a result received a prison sentence (whether suspended or not) of at least three months without the option of a fine.
- 1.3 The consultation sought views on whether individuals should, or should not be, prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor if they are subject to:
 - The notification requirements in the Sexual Offences Act 2003
 - A Sexual Risk Order
 - A civil injunction under section 1 of the Anti-Social Behaviour, Crime and Policing Act 2014
 - A Criminal Behaviour Order made under section 22 of the Anti-Social Behaviour, Crime and Policing Act 2014
- 1.4 A report on the consultation was brought to the Committee on 2 November 2017. The Committee commented in relation to the consultation questions and agreed that the Monitoring Officer, in consultation with the Chair, would produce a response to the consultation. A copy of the Council's response can be found in the Appendix to this report.
- 1.5 A copy of the consultation paper can be found via the following link:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/645454/Disqualification_criteria_for_councillors_and_mayors.pdf

A summary of the consultation responses, including the Government's response, can be found via the following link:

<https://www.gov.uk/government/consultations/disqualification-criteria-for-councillors-and-mayors>.

2 Response to the Consultation

- 2.1 The consultation posed six questions regarding Sexual offences, Anti- social behaviour and the Public Sector Equality Duties under the Equality Act 2010.

Around 178 responses were generated from councils, membership organisations and individuals. The questions and a summary of the responses are as follows:

- 2.2 **Q1 Do you agree that an individual who is subject to the notification requirements set out in the Sexual Offences Act 2003 (i.e. who is on the sex offenders register) should be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?**
- 2.3 The majority of respondents agreed with the proposal. The Government's response was that where an individual who is subject to the notification requirements set out in the Sexual Offences Act 2003 they should be barred from standing for election, or holding office as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor. The disqualification period would end once they were no longer subject to these notification requirements.
- 2.4 **Q2 Do you agree that an individual who is subject to a Sexual Risk Order should not be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?**
- 2.5 The responses received to this question were mixed, as a Sexual Risk Order is not necessarily the result of a conviction, but where individuals are deemed by a court to pose a risk of harm to the public and/or children or vulnerable adults abroad. In its response, the Government stated that it believed that individuals who are subject to a Sexual Risk Order have not modelled the behaviour and values expected of those elected into public office, and should be prohibited from standing for election, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor. The disqualification period would end once they were no longer subject to these notification requirements.
- 2.6 **Q3 Do you agree that an individual who has been issued with a Civil Injunction (made under section 1 of the Anti-social Behaviour, Crime and Policing Act 2014) or a Criminal Behaviour Order (made under section 22 of the Anti-social Behaviour, Crime and Policing Act 2014) should be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?**
- 2.7 By way of context, the above orders are issued by the court, rather than the Police or local authority, and relate to an individual, rather than a restriction in respect of a location or premises. Although the majority of respondents were in favour of the proposal, there were concerns that individuals who had participated in peaceful protest and issued with a Civil Injunction would then be disqualified from local elections. The Government's response was that the right of a local councillor to participate in a peaceful protest where they are representing the views of their electorate should be supported. However, the

Government further stated that a Civil Injunction is only issued by the courts in response to anti-social behaviour, defined in the legislation as behaviour which causes harassment, alarm or distress, and that such behaviour should not be part of a peaceful protest. The Government considered that an individual who is subject to an anti-social behaviour sanction issued by the court as specified in paragraph 2.6 above should be barred from standing for election as a member of a local authority, directly elected mayor, or member of the London Assembly. The disqualification period would end once they were no longer subject to the Injunction or Order.

- 2.8 **Q4 Do you agree that being subject to a Civil Injunction or a Criminal Behaviour Order should be the only anti-social behaviour related reasons why an individual should be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?**
- 2.9 The responses to this question were mixed with 52% of respondents who agreed with this proposal. The Government's response was the same as that referred to in paragraph 2.7 above.
- 2.10 **Q5 Do you consider that the proposals set out in this consultation paper will have an effect on local authorities discharging their Public Sector Equality Duties under the Equality Act 2010?**
- 2.11 Some 49% considered that the proposals set out in the consultation would not have an effect on local authorities discharging their Public Sector Equality Duties under the Equality Act 2010. Some respondents expressed concern that the proposal would affect the equality duties and were discriminatory in that they singled out individuals adversely which does not affect other groups, and for reasons which do not relate to their conduct as councillors.
- 2.12 In response to some of the concerns raised, the consultation report states that the Government's Equality Impact Assessment on the proposed changes to the Disqualification Criteria for Councillors and Mayors noted that, as more men rather than women are subject to Sexual Risk Orders and the notification requirements set out in the Sexual Offences Act 2003, there is a potential indirect impact on men in relation to these proposed policy changes. The Assessment concludes that were such an impact to be found to exist, there would be countervailing public interest considerations. Further, the application of the proposed policy changes will apply to people who share the protected characteristics listed under the Equality Act 2010, and those who do not. The Government did not consider that the proposals would have an effect on local authorities discharging their Public Sector Equality Duties under the Equality Act 2010.
- 2.13 **Q6 This question asked whether there were any further views about the proposals set out in the consultation.**
- 2.14 The consultation report stated that responses to this question related to

information that has been covered elsewhere in the report or related to issues which were out of scope of the consultation.

3 Next steps

- 3.1 Any changes to disqualification criteria for a member of a local authority, mayor of a combined authority, member of a London Assembly or London Mayor will require changes to primary legislation. The Government will look to identify a suitable legislative opportunity when parliamentary time allows.

4 Recommendation

- 4.1 It is recommended that the Committee notes the report.

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Appendix – Manchester City Council’s Response to the Consultation

Q1. Do you agree that an individual who is subject to the notification requirements set out in the Sexual Offences Act 2003 (i.e. who is on the sex offenders register) should be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?

Response – The City Council agrees that an individual subject to the notification requirements should be prohibited

Q2. Do you agree that an individual who is subject to a Sexual Risk Order should not be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?

Response – The City Council does not agree that an individual who is subject to a Sexual Risk Order should not be prohibited.

Q3. Do you agree that an individual who has been issued with a Civil Injunction (made under section 1 of the Anti-Social Behaviour, Crime and Policing Act 2014) or a Criminal Behaviour Order (made under section 22 of the Anti-Social Behaviour, Crime and Policing Act 2014) should be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?

Response – The City Council agrees with the question where the issuing of a Civil Injunction (‘the Injunction’) or Criminal Behaviour Order (‘the Order’) relates to an adult. The City Council is of the view that the proposal should not be retrospective and such Injunctions and Orders should only be taken into account where made in respect of an individual who was an adult at the time the Injunction or Order was made.

Q4. Do you agree that being subject to a Civil Injunction or a Criminal Behaviour Order should be the only anti-social behaviour-related reasons why an individual should be prohibited from standing for election, or holding office, as a member of a local authority, mayor of a combined authority, member of the London Assembly or London Mayor?

Response – The City Council agrees with the question i.e. that being subject to a Civil Injunction or a Criminal Behaviour Order should be the only anti-social behaviour-related reasons why an individual should be prohibited.

Q5. Do you consider that the proposals set out in this consultation paper will have an effect on local authorities discharging their Public Sector Equality Duties under the Equality Act 2010?

Response – The City Council does not consider that the proposals set out in the consultation paper would have an effect on local authorities discharging their Public Sector Equality Duties under the Equality Act 2010.

Q6. Do you have any further views about the proposals set out in this consultation paper?

Response - The City Council believes the scope of the consultation should be widened so that:-

- *consideration can be given to re-instating the powers local authorities had to impose the range of sanctions which were available prior to the changes implemented by the Localism Act 2011, on members who breach a council's Members Code of Conduct; and*
- *all members and prospective members should be able to demonstrate that they could pass Disclosure and Barring ('DBS') checks or a similar regime.*

**Manchester City Council
Report for Information**

Report to: Standards Committee – 21 March 2019

Subject: Register of Members' Interests

Report of: The City Solicitor

Summary

To review the operation and efficacy of the process for updating the Register of Members Interests.

Recommendation

That the Committee note the report.

Wards Affected: All

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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.

Manchester City Council Register of Members' Interests
Ethical Guidance update.

1. Introduction

The Committee has requested a separate report to its March 2019 meeting on the operation and efficacy of the process for updating the Register of Members' Interests.

2. The Requirement to Register Interests.

- 2.1 The Localism Act 2011 requires Members to notify the Council's Monitoring Officer within 28 days of becoming a Member of any Disclosable Pecuniary Interests (DPIs).
- 2.2 In addition if a Member is present at a meeting and they have a disclosable pecuniary (i.e. financial) interest in any matter to be considered or being considered at the meeting which is not yet registered or the subject of a pending notification, they must notify the Monitoring Officer of the interest within 28 days.
- 2.3 These requirements are set out in the Council's Code of Conduct for Members (the Code).
- 2.4 The list of what constitutes a DPI is set out in regulations and in the Code (a copy of the Code is attached as an Appendix to this report.)
- 2.5 As indicated in the Code it is a criminal offence to fail to notify the Monitoring Officer, within 28 days, of a DPI which has been declared at a meeting which is not on the Register of Members' Interests. This includes participating in any discussion or vote on a matter in which the Member has a DPI which has not been declared; knowingly or recklessly providing information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting. The criminal penalties available to a court are to impose an unlimited fine and disqualification from being a councillor for up to 5 years.
- 2.6 Councils do not need to require Members to include specific 'non pecuniary' Interests on their Register of Interests but many, including Manchester, do. The purpose of the Register is to be open and transparent about those interests and relationships that could lead to a conflict of interest.
- 2.7 As indicated in the report on the Committee on Standards in Public Life's (CSPL) Report on Ethical Standards in Local Government elsewhere on the Agenda the CSPL is recommending significant changes to Registration of Members' Interests including a change in the law to extend the categories of DPIs, to abolish criminal offences in relation to DPIs, to change the law to create a new objective test in relation to non-pecuniary interests and recommending the Local Government Association create an updated model code of conduct (which will include registration of interests) in order to enhance the consistency and quality of local authority codes. The views of the Government on the report are awaited.

3. Registration of Interests – Operation and Efficacy

- 3.1 All new Members receive training as part of their induction on registration of interests and all new Members have registered their interests. Reminders to Members regarding updating their Register of Interests are contained in the Ethical Governance Update sent to all Members twice a year and are given by specific email reminders to all Members. Email reminders regarding revision of existing register entries was sent to all Councillors in July 2018 and November 2018.
- 8 Councillors updated their Register of Interests in response to the July reminder.
 - 9 Councillors had already updated their Register during the course of 2018.
 - 26 Councillors updated their Register in response to the November reminder.
- 3.2 Committee minutes record declarations of interests at meetings. As the Committee will be aware whilst officers do provide advice to Members, if asked, on Members' interests it is the responsibility of individual members to comply with the requirements of the Code of Conduct. If they have queries members do routinely seek officer advice in relation to declaration of interests.
- 3.3 As members will recall from the Standard's Committee's Annual report considered by this Committee at its last meeting none of the complaints received by the Monitoring Officer related to Register of Interests issues. As indicated above complaints about failure to register a DPI are subject to criminal sanction. The Monitoring Officer is not aware of any action having been taken by the Police in relation to any Manchester City Councillor as regards DPI requirements
- 3.4 All members have been advised that if they consider that the disclosure of the details of a disclosable pecuniary interest or personal interest could lead to violence or intimidation against them, or to a person connected with them, and the Monitoring Officer agrees, the details of the disclosable interest can be withheld from the public register under section 32(2) of the Localism Act 2011. The public register will simply state that the member has a disclosable pecuniary interest. To date the Monitoring Officer has agreed 5 requests for redaction of a Councillor's home or work address from the Register. As indicated elsewhere on this Agenda the CSPL are recommending that the law is changed to clarify that a Member does not need to register their home address in their Register of Interests.
- 3.5 The Monitoring Officer is of the view that Register of Interests requirements are understood by Members but will as a matter of good practice be issuing specific guidance to all Members regarding declaration of interests at meetings.

4. Recommendation

The Committee is asked to note this Report.

CODE OF CONDUCT FOR MEMBERS

Section A

Code of Conduct for Members

CODE OF CONDUCT FOR MEMBERS

SECTION A: CODE OF CONDUCT FOR MEMBERS

(ADOPTED BY THE COUNCIL ON 11 JULY 2012)

Pre-amble to Code of Conduct for Members

1. Introduction

The Council is determined to provide excellent local government for the people of the City. It promotes and maintains high standards of conduct by Members and Voting Co-opted Members and has adopted a Code of Conduct for Members, in line with its obligations under section 27(2) of the Localism Act 2011.

2. General Principles of Conduct for Members and Voting Co-opted Members

The Code and the Guidance are based on the following General Principles.

2.1 General Principles

Members and **Voting** Co-opted Members must behave according to the highest standards of personal conduct in everything they do as a Member. In particular they must observe the following principles of conduct, some of which are set out in law.

2.2 Selflessness

Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person

2.3 Honesty and Integrity

Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour

2.4 Objectivity

Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

2.5 Accountability

Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-

CODE OF CONDUCT FOR MEMBERS

operate fully and honestly with any scrutiny appropriate to their particular office.

2.6 **Openness**

Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.

2.7 **Personal Judgement**

Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions

2.8 **Respect for Others**

Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers, and its other employees.

2.9 **Duty to Uphold the Law**

Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

2.10 **Stewardship**

Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law

2.11 **Leadership**

Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

3. **Training**

- 3.1 Each Member must attend training on the Code of Conduct/ethical standards, in addition to any current requirements to receive training for specific Committees, for example Planning or Licensing Committees

CODE OF CONDUCT FOR MEMBERS

THE CODE OF CONDUCT

Part 1 General provisions

1. Introduction and interpretation

- 1.1 This Code applies to you as a Member of the Council.
- 1.2 It is your responsibility to comply with this Code. Failure to do so may result in a sanction being applied by the Council. Failure to take appropriate action in respect of a Disclosable Pecuniary Interest may result in a criminal conviction and an unlimited fine and /or disqualification from office for a period of up to 5 years. In this Code - "meeting" means any meeting of:
- (a) the Council;
 - (b) any of the Council's Committees or Sub-Committees, Joint Committees or Joint Sub-Committees;
 - (c) the Executive or any committee of the Executive.
- 1.3 "Member" includes a Voting Co-opted Member and an Appointed Member.

2. Scope

- 2.1 Subject to sub-paragraphs (2) and (3), you must comply with this Code whenever you are acting as a Member or Voting Co-opted Member of the Council or an Appointed Member of a Joint Committee, and, references to your official capacity are construed accordingly.
- 2.2 This Code does not have effect in relation to your conduct other than where it is in your official capacity.
- 2.3 Where you act as a representative of the Council—
- (a) on another relevant authority, including the Greater Manchester Combined Authority, the Greater Manchester Fire & Rescue Authority and the Greater Manchester Waste Disposal Authority, you must, when acting for that other authority, comply with that other authority's code of conduct; or
 - (b) on any other body, you must, when acting for that other body, comply with this Code, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

3. General obligations

- 3.1 You must not:

CODE OF CONDUCT FOR MEMBERS

- (a) do anything which may knowingly cause the Council to breach the Equality Act 2010;
- (b) bully or be abusive to any person,
- (c) intimidate or attempt to intimidate any person who is or is likely to be:
 - (i) a complainant,
 - (ii) a witness, or
 - (iii) involved in the administration of any investigation or proceedings,

in relation to an allegation that a Member (including yourself) has failed to comply with his or her authority's code of conduct, or

- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the Council.

4. You must not:

- (a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where.
 - (i) you have the consent of a person authorised to give it;
 - (ii) you are required by law to do so;
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is.
 - (a) reasonable and in the public interest, and
 - (b) made in good faith and in compliance with the reasonable requirements of the Council; or
- (b) prevent another person from gaining access to information to which that person is entitled by law.

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

6. You.

- (a) must not use or attempt to use your position as a Member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and

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- (b) must, when using or authorising the use by others of the resources of your authority
 - (i) act in accordance with the Council's reasonable requirements, and
 - (ii) ensure that such resources are not used improperly for political purposes (including party political purposes); and
 - (c) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.
7. (1) When reaching decisions on any matter you must have regard to any relevant advice provided to you by
- (a) The Council's Chief Finance Officer; or
 - (b) The Council's Monitoring Officer,
- where that officer is acting pursuant to his or her personal statutory duties.
- (2) You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by your authority.

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Part 2 - Disclosable pecuniary interests

8. Notification of disclosable pecuniary interests

- 8.1 Within 28 days of becoming a Member or Voting Co-opted Member, you must notify the Monitoring Officer of any 'disclosable pecuniary interests'.
- 8.2 A 'disclosable pecuniary interest' is an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in the table below.
- 8.3 "Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the 12 month period prior to notification of the interest in respect of any expenses incurred by you in carrying out duties as a Member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation Act) 1992 (a)
Contracts	Any contract which is made between you or your partner (or a body in which you or your partner has a beneficial interest) and the Council - (a) under which goods or services are to be provided or works are to be executed and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the area of Manchester City Council
Licences	Any licence (alone or jointly with others) to occupy land in the area of Manchester City Council for a month or longer
Corporate Tenancies	Any tenancy where (to your knowledge) - (a) the landlord is the Council and (b) the tenant is a body in which you or your partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where - (a) that body (to your knowledge) has a place of business or land in the area of Manchester

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	City Council, and (b) either - (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or your partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class
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For the purposes of the above table -

- (a) "a body in which you or your partner has a beneficial interest" means a firm in which you or your partner is a partner or a body corporate of which you or your partner is a director, or in the securities of which you or your partner has a beneficial interest.
- (b) "director" includes a member of the committee of management of a registered society within the meaning given by section 1(1) of the Co-operative and Community Benefit Societies Act 2014, other than a society registered as a credit union.
- (c) "land" excludes an easement, interest or right in or over land which does not carry with it a right for you or your partner (alone or jointly) to occupy the land or receive income, and
- (d) "securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

9 Non participation in case of disclosable pecuniary interest

- 9.1 If you are present at a meeting and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting,
1. You must not participate in any discussion of the matter at the meeting
 2. You must not participate in any vote taken on the matter at the meeting.
 3. If the interest is not registered, you must disclose the interest to the meeting.
 4. If the interest is registered, you are also required by Council Procedure Rule 29.3 and Executive Procedure Rule 3 to disclose it to the meeting.

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- 5 If the interest is not registered and is not the subject of a pending notification, you must notify the Monitoring Officer of the interest within 28 days.
 - 6 You are also required by Council Procedure Rule 30 and Executive Procedure Rule 4 to withdraw from the room of the meeting whilst the matter is being considered.
- 9.2 Where an Executive Member may discharge a function alone and becomes aware of a disclosable pecuniary interest in a matter being dealt with or to be dealt with by her/him, the Executive Member must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter
- 10 Offences**
- 10.1 It is a criminal offence to
- Fail to notify the Monitoring Officer of any disclosable pecuniary interest within 28 days of election.
 - Fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register.
 - Fail to notify the Monitoring Officer within 28 days of a disclosable pecuniary interest that is not on the register that you have disclosed to a meeting.
 - Participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest.
 - As an Executive Member discharging a function acting alone, and having a disclosable pecuniary interest in such a matter, failing to notify the Monitoring Officer within 28 days of the interest.
 - As an Executive Member discharging a function acting alone, and having a disclosable pecuniary interest in a matter, taking any steps in relation to such a matter.
 - Knowingly or recklessly providing information that is false or misleading in notifying the Monitoring Officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.
- 10.2 The criminal penalties available to a court are to impose an unlimited fine and disqualification from being a councillor for up to 5 years

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Part 3 - Other interests

11 Notification of personal interests

- 11.1 In addition to the disclosable pecuniary interests notifiable under the Localism Act 2011, you must within 28 days of your election or appointment to office (where that is later) notify the Monitoring Officer in writing of the details of your other personal interests, where they fall within the categories set out in paragraph 11(2) below for inclusion in the register of interests.
- 11.2 You have a personal interest in any business of your authority where it relates to or is likely to affect -
- (a) any body of which you are in a position of general control or management and to which you are appointed or nominated by your authority,
 - (b) any body -
 - (i) exercising functions of a public nature,
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),
 of which you are in a position of general control or management,
 - (c) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £100

12 Disclosure of interests

- 12.1 Subject to paragraphs 12.4 to 12.7, where you have a personal interest described in paragraph 11.2 above or in paragraph 12.2 below in any business of your authority, and where you are aware or ought reasonably to be aware of the existence of the personal interest, and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- 12.2 You also have a personal interest in any business of your authority where a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well being or financial position of a *relevant person* to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward, affected by the decision.
- 12.3 In paragraph 12.2, a *relevant person* is -
- (a) a member of your family or any person with whom you have a close association; or

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- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
 - (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
 - (d) any body of a type described in paragraph 11.2(a) or (b)
- 12.4 Where you have a personal interest in any business of the Council which relates to or is likely to affect a body described in paragraph 11.2(a) or 11.2(b)(i), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
- 12.5 Where you have a personal interest in any business of the Council of the type mentioned in paragraph 11.2(c), (gifts and hospitality) you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- 12.6 Where you have a personal interest but, by virtue of paragraph 16, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- 12.7 Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest
- 13 Non participation in case of prejudicial interest**
- 13.1 Where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest and where that business -
- (a) affects your financial position or the financial position of a person or body described in paragraph 12.3 ;or
 - (b) relates to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 12.3.
- 13.2 Subject to paragraphs 13.3 and 13.4, where you have a prejudicial interest in any business of your authority -
- (a) You must not participate in any discussion of the matter at the meeting.

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- (b) You must not participate in any vote taken on the matter at the meeting
 - (c) You must disclose the interest to the meeting.
 - (d) If the interest is not registered and is not the subject of a pending notification, you must notify the Monitoring Officer of the interest within 28 days.
 - (e) You are also required by Council Procedure Rule 30 and Executive Rule 4 to withdraw from the room of the meeting whilst the matter is being considered
- 13.3 Where you have a prejudicial interest in any business of the Council, you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise and you leave the room where the meeting is held immediately after making representations, answering questions or giving evidence.
- 13.4 Subject to you disclosing the interest at the meeting, you may attend a meeting and vote on a matter where you have a prejudicial interest that relates to the functions of your authority in respect of—
- (a) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends,
 - (b) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay; and
 - (c) any ceremonial honour given to members.
- 13.5 Where, as an Executive Member, you may discharge a function alone, and you become aware of a prejudicial interest in a matter being dealt with, or to be dealt with by you, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter, or seek improperly to influence a decision about the matter.
- 14 Interests arising in relation to Scrutiny Committees**
- In any business before a Scrutiny Committee of the Council (or of a Sub-Committee of such a Committee) where—

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- (a) that business relates to a decision made (whether implemented or not) or action taken by the Executive or another of the authority's Committees, Sub-Committees, Joint Committees or Joint Sub-Committees; and
- (b) at the time the decision was made or action was taken, you were a member of the Executive, Committee, Sub-Committee, Joint Committee or Joint Sub-Committee mentioned in paragraph (a) and you were present when that decision was made or action was taken,

you may attend the meeting of the Scrutiny Committee for the purpose of explaining the reasons for the decision, or answering questions or giving evidence relating to the business, but you cannot participate otherwise in the discussion or in any vote on the matter.

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Part 4 - General Matters relating to Parts 2 and 3

15 Register of interests

Subject to paragraph 16 any disclosable pecuniary interests or personal interests notified to the Monitoring Officer will be included in the register of interests. A copy of the register will be available for public inspection and will be published on the authority's website

16 Sensitive interests

This paragraph applies where you consider that disclosure of the details of a disclosable pecuniary interest or a personal interest could lead to you, or a person connected with you, being subject to violence or intimidation, and the Monitoring Officer agrees. In these circumstances, if the interest is entered on the register, copies of the register that are made available for inspection and any published version of the register will exclude details of the interest, but may state that you have a disclosable pecuniary interest, the details of which are withheld under Section 32(2) of the Localism Act 2011.

17 Dispensations

The Council may grant you a dispensation, but only in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest or a prejudicial interest.

**Manchester City Council
Report for Resolution**

Report to: Standards Committee – 21 March 2019

Subject: Member Development Strategy

Report of: The City Solicitor

Summary

To seek the views of the Standards Committee on the proposed Member Development Strategy, to provide an update on proposals for the induction programme for new Councillors for May 2019 and report on training delivered in the current municipal year.

Recommendations

1. That the Committee note the report.
 2. The views of the Standards Committee are sought on the proposed Member Development Strategy.
-

Wards Affected: All

Financial Consequences – Revenue: None

Financial Consequences – Capital: None

Contact Officers:

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Background documents (available for public inspection):

Standards Committee – 14 June 2018 – Member Development

1.0 Introduction

The purpose of this report is to seek the views of the Standards Committee on the proposed Member Development Strategy. The Strategy sets out the roles of the Monitoring Officer, Standards Committee and Member Development Working Group (MDWG) in relation to Member development and training as well as setting out the role of individual Members and respective Group Officers. It also details the key tasks and terms of reference for the MDWG. These include providing strategic direction to formulate, implement and evaluate member development, promoting development opportunities, being responsive to training needs and to review budget, attendance and feedback as standard agenda items. It also aligns Member development with the successful delivery of the Our Manchester Strategy.

2.0 Background

Members will recall the report of 14 June 2018 to Standards Committee which set out a high level strategy for Member Development. The Committee requested a more detailed strategy to include reporting lines, roles and responsibilities, terms of reference, available resources and opportunities for increasing attendance levels.

- 2.1** The Our Manchester Strategy sets out a vision for Manchester to be in the top flight of world class cities by 2025. Members lie at the heart of achieving this vision. To enable them to meet the challenges this presents, alongside the other priorities that a modern Manchester Councillors faces, it is essential that they have the necessary skills, knowledge and expertise.
- 2.2** The Council is committed to supporting the identification of training and development needs of Councillors and providing opportunities for those needs to be met. To achieve this, a planned and strategic approach to Member development is required. The proposed Strategy has been drawn up in consultation with the Council's Monitoring officer and the Member Development Working Group.

3.0 Member Development Working Group

- 3.1** The Member Development Working Group (MDWG) provides strategic direction to formulate, implement and evaluate Member development.
- 3.2** Following a suggestion made at the June 2018 meeting of the Standards Committee, the MDWG has been enhanced with an additional 2 Councillors, neither of whom hold group office. The MDWG now comprises 4 Councillors, including the Deputy Leader who chairs the group and officers from Legal Services (Governance), HROD, Governance and Scrutiny Support Unit with Support provided by Member Services.
- 3.3** The MDWG has met 5 times since June 2018, including a dedicated meeting on planning for the 2019 Member induction (see section 6 below). In addition to looking at standard items such as training feedback, proposals for future

training and budget it has also considered effective mechanisms for communicating with Members, leading to the creation of a dedicated MDWG email account for training and development so that members can easily identify correspondence relating to training. It has reviewed and simplified the evaluation form which members complete at the end of training (the new form will be reviewed again at a future meeting), reviewed and contributed to the content of the new Members Handbook and contributed to the development of a shared training calendar.

4.0 Member Development Strategy

4.1 The Member Development Strategy 2019 – 21, (Appendix A), sets out a clear direction for delivering on Member development - focusing on the following key objectives:

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

4.2 The Strategy sets out the roles of the Monitoring Officer, Standards Committee and Member Development Working Group (MDWG) in relation to Member development and training as well as setting out the role of individual Members and group officers for each Group. It also details the key tasks and terms of reference for the MDWG. These include providing strategic direction to formulate, implement and evaluate member development, promoting development opportunities, being responsive to training needs and to review the Member Development budget, attendance and feedback as standard agenda items. It also sets out that the MDWG will regularly review the quality of training and overall attendance levels.

- 4.3 The strategy considers how learning and development needs are identified and breaks down these needs into 3 areas – Knowledge (including workings of the Council/Strategy), Skills (including negotiating, influencing, social media, IT etc.) and Role Specific (related to individual role on committees and other groups).
- 4.4 Members will be encouraged to complete and return to their respective Group Officers a training needs assessment. It is proposed that anonymised information from these forms will be shared by respective Group officers with the MDWG providing valuable information to inform development and learning proposals. It will also help identify those members who are willing to mentor and share their skills and knowledge with colleagues.
- 4.5 The Strategy then considers how training will be delivered for both new and existing Members. An annual training programme will be produced by the MDWG and distributed to all Members so they are aware of forthcoming development and training opportunities. This will allow training to be spread more evenly throughout the year but also allow members to highlight any needs gaps for the forthcoming year at the earliest opportunity. The programme will be informed by needs identified by committees, group officers and individual members. News regarding courses will be communicated to Members via email from a dedicated MDWG address. This will assist Members in easily identifying communications relating to development opportunities. Members will also be given the opportunity to access an electronic Member Development calendar which will automatically populate training events in their own personal calendar.
- 4.6 The Strategy identifies a variety of delivery methods for development including formal sessions, e-learning, on-line resources, drop-in sessions, briefings and mentoring. Where possible, Member preference will be taken into account.
- 4.7 Feedback from training will be recorded and reviewed by the MDWG as a quality control measure and Members will be asked to commit to providing feedback as part of the enrolment process.
- 4.8 Attendance at courses will be monitored and reviewed. Members who fail to attend training which they had signed up for will be asked to provide the reason for non-attendance. Group officers for each Group will be asked to address any themes that come to light. Respective Group Officers, will also be informed of non-attendance and Members will be advised of the financial costs to the Council of non-attendance on booked courses at the time of confirmation of a booking. Group officers for each Group will be asked to support good attendance in their Group and will be informed of any members who persistently fail to attend training events they have booked on to.

5.0 Use of sanctions for non-attendance at training

- 5.1 As requested by this Committee at its meeting on 14 June 2018 the issue of sanctions for those members who do not attend training has also been considered. Poor attendance at training appears to be a common issue across

many Councils and some have adopted 'sanctions' to try to ensure Councillors attend training.

- 5.2 The most common sanction appears to be exclusion from membership of a committee, primarily regulatory ones e.g. Licensing, Planning and Highways. This however would be a matter for respective groups.
- 5.3 Other Councils have considered publishing Members attendance training records on their websites or preventing members from attending any further training unless they have achieved a specified level of attendance. The latter option might however be seen as counterproductive.
- 5.4 A number of Councils have considered an approach whereby Councillors' Basic Allowance is split into 12 with the 12th instalment being awarded only if Councillors have met an annual training objective. As Members will be aware member allowances are set by full Council following recommendations by its Independent Remuneration Panel (IRP). 2 Councils have been identified as having considered this option. One did so as part of a wider performance framework. They decided not to include training in the framework on the basis that training was to receive greater focus and where members did not attend relevant training they would be asked to step down from the relevant committee. However, the situation would be kept under review. The other Council has retained this option although its IRP recommended that provision to withhold the 12th instalment of the Basic Allowance be discontinued as the training for Members had been revamped in recent years with more training events being provided and it has become embedded in the working culture of Members. The IRP took the view that withholding the 12th instalment of the Basic Allowance is now a blunt instrument that has in all likelihood outlived its usefulness in light of the changed environment.
- 5.5 At the heart of the Strategy is the expectation that Members take responsibility for their own development and work with Group Officers and the MDWG to ensure their needs are identified and discover the most effective means of delivering development opportunities.
- 5.6 As members will be aware certain training has been agreed as mandatory – Induction, Licensing and Planning and Highways for members of those committees and relevant members do attend this training.
- 5.7 As indicated elsewhere in this report Member Development has already been strengthened and as shown at Appendix B generally attendance has been good. The proposed strategy with the support of respective Group Officers should mean more improvements. It is the Monitoring Officer's view that it would be appropriate to continue to monitor the situation over the next municipal year before considering sanctions further.

6.0 New Member Induction Programme 2019

- 6.1 The New Member Induction programme 2018 was split into 2 sessions. The first session focused on legal and constitutional matters, including code of

conduct for members, gifts and hospitality guidance, data protection, member / officer relations, access to information/need to know, use of Council resources guidance, Social Media guidance and governance and decision making. There was also an interactive session where members worked through a case study. The afternoon focused on an introduction to Members Services, a tour of members' facilities, general housekeeping and the allocation of devices by ICT.

- 6.2 The second session, held three weeks later, focused on key information, including 'Our Manchester', listening in action events and an invitation to attend the 'Our Manchester Experience', Budget and key strategies, Equality, Health and Safety. Training for Councillors and e-learning opportunities. There was also a presentation on casework. The first part was delivered by a neighbourhood team strategic leader focusing on their service and how they can support members. The second part was delivered by an experienced Councillor and focused on practical advice and tips. There has been positive feedback in relation to last year's induction from attendees.
- 6.3 As last year was an 'all out' election both sessions were repeated with an evening option for session 2 to give Members greater choice about when to attend.
- 6.4 The MDWG has held a special meeting to discuss the programme for 2019, taking into account member feedback provided from 2018. It was agreed that the format of the 2 sessions had been successful and should therefore be repeated in 2019 and that newly elected and returning Councillors should be asked to attend.
- 6.5 Whilst Session 1 was spread over a whole day, Session 2 was restricted to 1 ½ hours. Taking into account Member feedback from 2018 it is intended to extend session 2 to 2 hours, allowing greater focus on key topics such as the budget, key strategies and casework.
- 6.6 The group also agreed that Session 1 would only be held once but that session 2 would be repeated and held in the late afternoon, two weeks after Session 1. Group officers for each Group have been informed of the dates so that they can notify candidates well in advance, to ensure attendance. Consideration is also being given to a market place event, to be held later in the year, based around some of the topics featuring in session 2, which will be open to all members.
- 6.7 New members will also be provided with a Member Handbook. This guide covers basic information on how the Council is organised, decision making, the role of officers and directorate responsibilities as well as more practical matters such as claiming allowances and health and safety. Each section signposts Councillors to the appropriate contact in the Council, where further information can be obtained. The handbook is a digital document which will be held on a team drive accessible by all members. This will allow it to be regularly refreshed and updated. Members will also have access to a key contacts lists via the drive.

7.0 Member training May 2018 – February 2019

- 7.1 A record of member training delivered May 2018 – February 2019, including attendance levels, can be found in appendix B.
- 7.2 There were 23 different training and development opportunities in the period 1 May 2018 – 12 February 2019 with a total of 140 attendees. This is a significant increase on the same period for 2017/18 which saw 9 events held with a total of 26 attendees.
- 7.3 This reflects the increase in focus on member development which has translated into more regular meetings of the MDWG, a greater number of training opportunities being offered, improvements in communications sent to members highlighting training opportunities and reminders sent prior to training.
- 7.4 Where Councillors have not attended training that they were booked onto the reason for non-attendance has been requested. A range of reasons for non-attendance have been received and include – ill health, clash with other work commitment, 'on holiday and overlooked cancelling place', 'family medical emergency' and 'no ward advice surgery cover'. Apologies are also being received more regularly in advance suggesting a heightened awareness amongst members of the impact of non-attendance.
- 7.5 In addition to the opportunities highlighted in 7.2 above, there has also been new member induction training and specialist training for new members of licensing and highways and planning committees. Scrutiny chairs have also been offered the opportunity of one to one training with the scrutiny team leader. There is also on-going e-learning available for Information Governance and e-learning combined with 1 day training on Carbon Literacy. A Google drop-in session was also held during scrutiny week in September 2018.
- 7.6 At its June 2018 meeting, Standards Committee suggested that some of the presentations delivered at induction, such as Budget and Key Strategies should be open to all.
- 7.7 A budget briefing was delivered by the City Treasurer on 16th October 2018. 10 Members booked on with 7 of them attending on the day. A further 4 attended who had not booked on in advance. An externally delivered session on Local Government Finance was held in January 2019. 16 Members booked on with 10 attending on the day.
- 7.8 In relation to key strategies, the MDWG will continue to promote attendance at the 'Our Manchester' Experience and 'listening in action' events. Members will also be able to benefit from the market place event proposed as part of the 2019 induction programme.

8.0 Recommendations

1. That the Committee note the report

2. That the views of the Standards Committee are sought on the proposed Member Development Strategy.



MANCHESTER
CITY COUNCIL

Member Development Strategy

2019 - 2021

Document Control

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

Revision History

Version	Date	Author	Description of Change
1.0	30/01/2019	Jonathan Kershner, Head of Business Support and Development, Legal Services.	First Publication
1.1			
1.2			
1.3			
2.0			
2.1			
2.2			
2.3			
3.0			

Content

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- 3. Our Objectives**
- 4. Key Responsibilities**
- 5. Identifying learning and development needs**
- 6. Delivering training and development**
- 7. Feedback and Evaluation**
- 8. Resources**
- 9. Review of this strategy**

1. Introduction

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

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

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

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

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

2. Our Vision

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

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

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

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

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

3 . Our Objectives

The key objectives are to :

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

4. Key Responsibilities

Monitoring Officer

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

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

Standards Committee

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

The Member Development Working Group

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

The Chair of the group is the Deputy Leader.

The group is supported by an Officer in Members Services .

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

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

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

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

Group Officers

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

Members

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

- collectively be the ultimate policy-makers and carry out a number of strategic and corporate management functions;
- bring views of their communities into the Council's decision-making process;
- effectively represent the interests of their ward and of individual constituents;
- deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances;
- respond to constituents' enquiries and representations, fairly and impartially;
- participate in the governance and management of the Council;
- be available to represent the Council on other bodies; and
- maintain the highest standards of conduct and ethics.

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

Members will be expected to participate in learning and development in the following ways :

- New Members will attend and participate in the Induction Programme
- Members of Planning and Licensing Committees will attend training on Planning and Licensing decision making including refresher training
- Participating in training and attending training or briefings
- New Scrutiny Chairs will attend training on Scrutiny matters
- Supporting each other through mentoring and advice
- Sharing and cascading learning within groups
- Completing post training feedback forms .

5. The Programme - Identifying learning and development needs

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

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

The following training is mandatory:

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

Knowledge

New Members

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

All Members

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

Skills

All Members will be encouraged to complete a training needs assessment through their Group Officers. The anonymised information collected will be fed back through Group Officers and used to highlight common skill needs. It will also inform and support the delivery of training which is focused and appropriate to these overall needs. Group Officers will also work with their members to help identify those willing to act as mentors and champions.

Role Specific

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

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

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

How can members make requests for development and training?

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

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

6. Delivering training and development

Annual training plan.

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

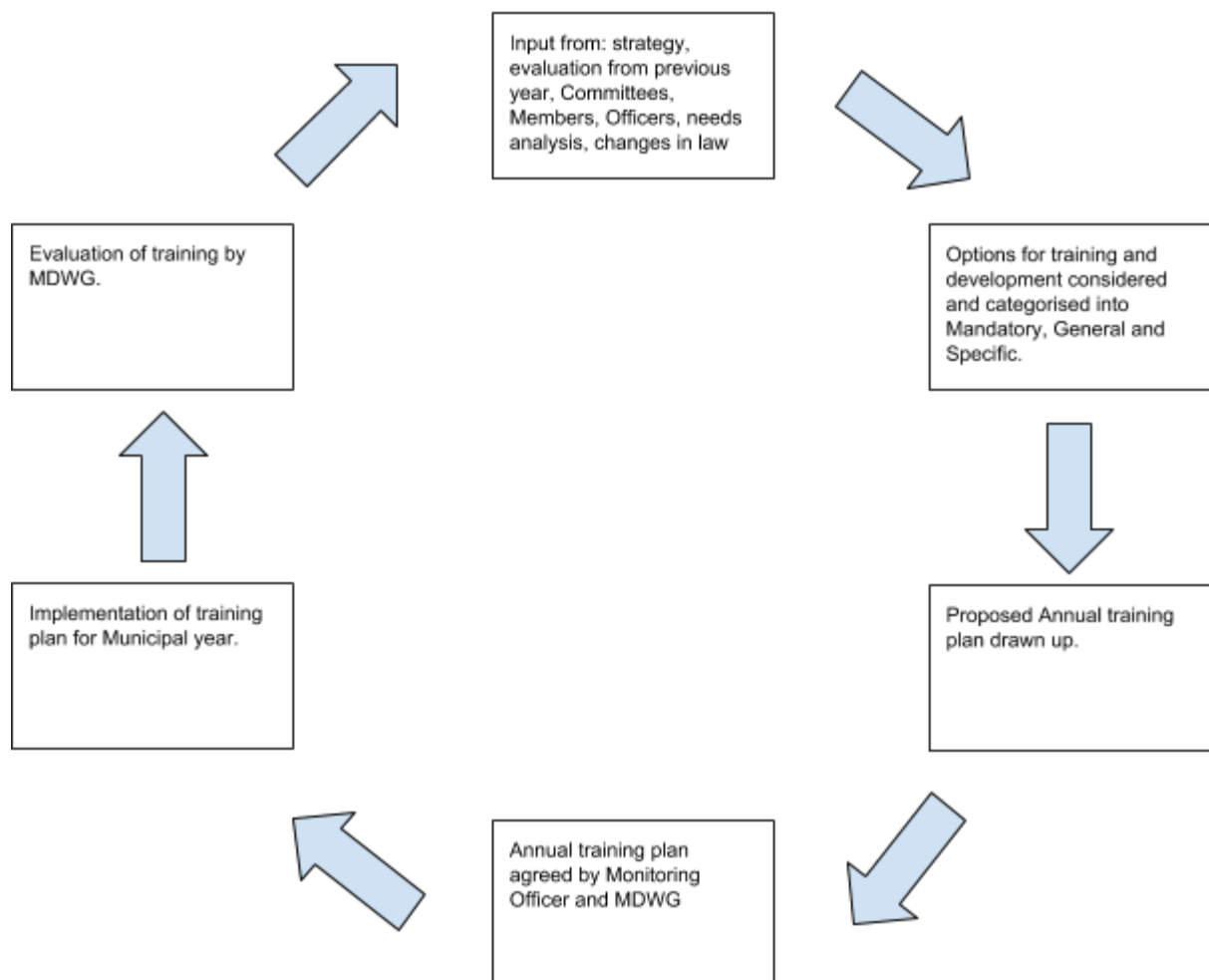
Training and development will be classified as follows

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

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

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

Annual training cycle



The MDWG will be responsible for reviewing and updating the content of the plan as new priorities arise and providing a steer on the prioritisation of training within the programme, taking into account any emerging themes or needs to be included. The

training plan will be distributed to all Members who will be able to highlight any training gaps at the earliest opportunity.

Induction for New Councillors [being reviewed]

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

Session 1 will primarily focus on legal and constitutional matters eg

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

Where possible this session will include a practical exercise undertaken in small groups .

Time is also made available for Group Induction.

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

- Housekeeping information for members - a guided tour of members facilities, an introduction to members services, photographs and allocation of passes.
- ICT - Allocation and set up of equipment with ICT colleagues.

Session 2 will cover key information eg

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

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

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

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

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

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

Learning and Development - Delivery methods

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

- Formal training sessions
- Presentations at Committee or at Full Council
- drop-in sessions/marketplace events
- E-learning and on line resources

- Bulletins/Written materials eg Members Update on Ethical Governance newsletter.
- Briefings
- Mentoring/Coaching/Buddying

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

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

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

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

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

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

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

How will Learning and Development opportunities be communicated to members?

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

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

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

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

When will training be held?

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

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

Who will deliver training?

There will be a mix of in-house trainers, partners and external providers as appropriate. Where possible training will be delivered in partnership with other Local Authorities and organisations.

The MDWG is currently working with Corporate Procurement and colleagues from HROD to establish a framework of learning providers to ensure that there is a network of experienced practitioners that can respond to the Council's learning and development requirements.

7. Feedback and Evaluation

Feedback

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

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

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

Attendance

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

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

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

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

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

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

Evaluation

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

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

8. Resources

An annual budget of £28,567 has been allocated for member training and development in the financial year 2018/19. In addition there is a small budget which

can be called upon to support scrutiny training. The budget will be a standing item on the MDWG meeting agenda and reviewed at least 4 times per year.

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

9. Review of this Strategy

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

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

(Appendix A)

Members Training and Development

Mandatory

Induction Programme

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

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

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

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

Planning and Highways (for committee members)

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

Licensing (for committee members)

All newly appointed members to the Licensing Committee are required to attend this training. The training covers background legislation for Licensing Act decisions, Taxi decisions and Gambling. It also focused on principles of a fair hearing, procedure at hearings and examples of member's interests which need to be declared.

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

Code of Conduct incl Members Interests & Gifts & Hospitality

The rules that apply governing behaviour and registration and declaration of interests when acting in an official capacity. Guidance on acceptable and unacceptable gifts and hospitality and, where required, how to declare them.

Decision Making

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

Data Protection/GDPR

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

Member/Officer Relations

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

Use of Resources

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

Corporate Parenting

(TBC)

Carbon Literacy

(TBC)

Our Manchester

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

Lord Mayor and GMCA Mayor

An insight into the roles and the differences between them

Council Protocol / Rules of Debate / What to expect at your first Council meeting

A helpful guide to the rules governing debate and protocols associated with Council meetings.

Equality and Diversity

(TBC)

Health and Well-Being

(TBC)

Personal Safety

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

Scrutiny Questioning Skills

(TBC)

Social Media

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

Budget/Finance

MCC budget briefing delivered by the City Treasurer.

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

Local Government Finance

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

IT skills

(TBC)

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

Civic Coaching Programme

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

Scrutiny Chair

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

Safeguarding Children & Young People

(TBC)

Safeguarding Adults

(TBC)

Public Speaking

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

Media Skills

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

Speedreading

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

Dealing with Difficult Situations

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

Emergency Planning and Civil Resilience

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

Dementia Awareness

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

Hate Crime Awareness

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

Corporate Property Access Database (CPAD)

The Council's Property Asset Database (CPAD) is used to manage key elements of the Council's Operational and Investment property portfolios. The briefing will provide an overview of the system, the benefits of using it to search for data and ways to make contact regarding any issues and questions you may have regarding Council land and property.

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

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

Mental Health Awareness Session

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

Suicide Prevention

(TBC)

LGA Development Opportunities

Leadership Essentials in

Finance

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

Children

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

Effective Scrutiny

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

Health & Well-Being

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

Adult Social Care

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

Women Councillors Weekend

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

Young Councillors Weekend

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

BAME

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

Working with the Media (Political Masterclass)

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

Leadership Academy

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

(Appendix B)
Evaluation of Training

Your Name

Title of Training Session/ date

Name of Tutor

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

1. **Was the timing of the training convenient for you?** YES/NO

If you have answered NO please tell us why

2. **Did the training fully meet the aims and objectives?** YES/NO

If you have answered NO please tell us why

3. **Would you recommend this training to others?** YES/NO

If you have answered NO please tell us why

4. **Were you satisfied with the quality of handouts/slides?** YES/NO

If you have answered NO please tell us why

Please provide any other comments or feedback below?

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Appendix B – Member training 1 May 2018 – 12 February 2019

Event	Provider	Date/Time	Available Spaces	Expressions of interest	Number booked on	Actual attendance	External Cost	Feedback Summaries
New Member Inductions	Session One	8-May-18	15	8	8	8	-	7 out of 15 who attended provided feedback which was positive. Overall satisfaction scored 4/5 or higher. Some commented that more time was needed in session 2 to focus on topics such as the budget/casework/OM/Health & Safety
New Member Inductions	Session One	10-May-18	15	7	7	7	-	as above
New Member Inductions	Session Two	29-May-18	15	8	8	6	-	as above
New Member Inductions	Session Two	31-May-18	15	5	5	6	-	as above
Licensing	In-house	23-May-18	All Committee Members	5	5	5	-	none received
Planning and Highways	In-house	31-May-18	All Committee Members	10	10	10	-	none received
Scrutiny Chair training	In-house	various	6	5	5	5	-	helpful', 'useful'
Council Tax, Business Rates, Universal Credit	In-house	06/06/18 & 11/06/18	Open to all	19 (06/06/18) 6 (11/06/18)	19 (06/06/18) 6 (11/06/18)	18 (06/06/18) 3 (11/06/18)	-	none received
Civil Resilience	In-house	18-Jul-18	Open to all	8	not available	6	-	none received
Women's Development Day	LGA	26-Jun-18	2	2	2	2	Fully subsidised	Excellent feedback from both delegates

Event	Provider	Date/Time	Available Spaces	Expressions of interest	Number booked on	Actual attendance	External Cost	Feedback Summaries
Women in Local Government	Women in Local Governm ent	5-Sep-18	1	1	1	1	£295.00	none received
Civil Resilience	In-house	27th Sept 18	Open to all	11	6	3	-	Positive, confident in Council's approach and preparations.
Leadership Essentials : Effective Scrutiny	LGA Warwick	27th & 28th Sept 18	2	2	2	2	£810.00	Both delegates thought it was excellent and very helpful for future Chairs.
Leadership Academy	LGA	8th - 9th Sept 18 13th - 14th Oct 18 3rd - 4th Nov 18	1	1	1	1	£1,170.00	Useful networking experience
Working with the Media : Political Leadership Masterclass	LGA	27th Sept 18 / 9th Nov 18	5	5	5	5	£300.00	Very well received but all delegates would have liked a longer session
Next Generation	LGA	Oct/Nov 18 & Jan 19	1	1	1	1	£176.40	none received
CPAD Corporate Property Access Database	In-house	18-Oct-18	Open to all	13	7	5	-	Useful to attend but a suggested improvement was to set up usernames in advance and run through an example on live system. Do search themselves rather than just watching slide.
Budget Briefing	In-house	16-Oct-18	Open to all	22	10	11	-	Convenient evening slot for those who work. Good to get an overview of the Council's responsibilities and how we are working to meet our aims.

Event	Provider	Date/Time	Available Spaces	Expressions of interest	Number booked on	Actual attendance	External Cost	Feedback Summaries
Leadership Essentials : Finance	LGA	20/21st Oct 18	1	1	1	1	£42.40	Generally happy with course content but felt there was a lack of social value which would support the other content.
CPAD	In-house	25-Oct-18	Open to all	3	3	3	-	One comment rec'd - great.
Leadership Essentials - Childrens	LGA	27th - 28th Oct 18	1	1	1	1	Fully subsidised	Mixed feedback. Some sessions more helpful than others. Too much focus on journey to inadequate rather than the journey to good.
Young Councillors Weekender	LGA	24th - 25th Nov 18	5	5	5	5	£1,360.00	Very well received. Enjoyed networking opportunity. Some felt finance session would have been better if split into political party groups.
Planning S106	In-house	28-Nov-18	Open to all	24	20	27	-	Mixed feedback. Some felt it was helpful whilst others wanted more of the basics of S106 agreements. More of Q&A and less of legal jargon.
Social Media	NWEO/D ata TV - In-house	11-Dec-18	Min 6 Max 12	16	12	7	£1,990.00	Excellent, very positive and helpful.
Introduction to Local Government Finance	LGIU	14/01/2019 1:00pm to 4:00pm	20	20	16	10	£919.05	Excellent, tutor knew his stuff and plenty of opportunities to ask him questions. 3hr session just right.
Women Councillors Weekender	LGA	8th - 9th Dec	5	5	5	4	£720.00	None received
Leadership Essentials - Effective Scrutiny	LGA	26th & 27th Jan 19	3	3	3	3	£1,005.00	Excellent feedback from all. Helpful in showing chairs how to get more input from scrutiny cttee mbrs. Perhaps more on leadership techniques.
Public Speaking	Bauer Academy	23rd Nov 18	12	9	6	5	£4,000.00	Not very popular. Not enough PS technique tips, not challenging enough.

Event	Provider	Date/Time	Available Spaces	Expressions of interest	Number booked on	Actual attendance	Cost	Feedback Summaries
BAME	LGA	09/10 Feb 19	5	5	5	5	£1,155.00	awaiting feedback
Mental Health Awareness	MIND	12/02/19 10am - 1pm 2pm - 5pm	24	18	7 at 10am / 9 at 2pm	3 / 8	£1,190.00	awaiting feedback

Summary figures

Budget

Annual Training Budget = £28,567

Total spend in this period = £15,133

(1 May 2018 – 12 Feb. 2019)

53% of budget has been spent with a further £ 1297.67 currently committed until the end of the municipal year.

Attendance

Attendance at non mandatory training events compared to number of bookings = 88%

**Manchester City Council
Report for Resolution**

Report to: Standards Committee – 21 March 2019

Subject: Annual review of Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol

Report of: The City Solicitor

Summary

This report outlines the proposed changes to the sections of the Council's Constitution relating to the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol and advises the Committee of amendments proposed in respect of these parts of the Constitution. The report also considers the efficacy of both pieces of Guidance and the Protocol.

Recommendations

That the Standards Committee:

1. Notes the Monitoring Officer's proposed amendments to the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol in the Council's Constitution.
2. Notes the Monitoring Officer's views on the efficacy of the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol.
3. If appropriate, suggest any further amendments.to the above sections of the Constitution and
4. Provide comments as necessary on the Monitoring officer's views regarding the efficacy of the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol.

Wards Affected: All

Contact Officers:

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Background documents (available for public inspection): None

1.0 Introduction

- 1.1 As the Committee will be aware, the Council's Constitution is reviewed on an annual basis. Historically the annual review has taken place in May of each year however for 2019 the review has been moved to October.
- 1.2 This report outlines the proposed changes to the sections of the Constitution relating to the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member /Officer Relations Protocol and advises the Committee of amendments proposed at this stage, in respect of these parts of the Constitution. As the constitution is reviewed annually including these sections amendments tend to focus on points of clarification and revisions to reflect any legislative changes. The report also considers the efficacy of both pieces of Guidance and the Protocol during the previous 12 months.

2.0 Background

- 2.1 The Appendix to this report attaches the following documents highlighting proposed changes in bold:

- Use of Council Resources Guidance for Members;
- Gifts and Hospitality Guidance for Members;
- Member/Officer Relations Protocol.

3.0 Use of Council Resources Guidance for Members

- 3.1 The main changes to the Use of Council Resources Guidance for Members ('the Guidance') are to reflect the fact that an additional paragraph has been inserted at 5.2 to clarify the position regarding the management and usage of data allowances on mobile devices. Members are advised that the Council's Information, Communication & Technology department have revised their processes for the management and usage of mobile devices for both Members and Officers. As part of these processes a monthly limit for usage has been set of 2GB for phones and 4GB for tablets and this will be monitored. Paragraph 5.2 is being inserted in the Guidance to reflect these processes. In addition, section 7 has been revised to replace references to the Citrix Access Gateway with Callsign to reflect the way Members can now access the City Council's network remotely. The remaining changes are minor corrections to the text and numbering only.
- 3.2 Members are advised that the Monitoring Officer is of the view that the existing Use of Council Resources Guidance is well understood by Members and is not aware of any queries or issues that have not been addressed through existing procedure. In addition, new para 5.2 provides further clarity in relation to the Council's new approach to the management and usage of data allowances on mobile devices.

4.0 Gifts and Hospitality Guidance for Members

- 4.1 The proposed changes to the Gifts and Hospitality Guidance for Members are minor corrections to the text and numbering only.
- 4.2 The Code of Conduct for Members ('the Code') requires Members to register any gifts and hospitality received with an estimated value of at least £100. This figure dates from the 2013 revision to the Code following changes implemented by the Localism Act 2011. The form for Registration of Interests make provision for gifts and hospitality to be recorded where applicable. The Review of Local Government Ethical Standards ('the Review') published by the Committee on Standards in Public Life in January 2019 contains a recommendation relating to gifts and hospitality. This recommendation states "Local authorities should be required to establish a register of gifts and hospitality, with councillors required to record any gifts and hospitality received over a value of £50, or totalling £100 over a year from a single source. This requirement should be included in an updated model code of conduct". Members are advised that it is not proposed to change the threshold in the Council's Code at this time because there is as yet no indication what Central Government's views are in relation to the Review and any such change would require a formal revision to the Code.
- 4.3 Members are advised that one new entry relating to hospitality has been recorded since March 2018. This related to a ticket to attend a high profile event and the value of the ticket was £550. The view of the Monitoring Officer is that, given the threshold, in terms of estimated value, the single new entry is unsurprising and that there is no indication that Members are unaware of the requirement to register gifts and hospitality. Of the other nine Greater Manchester authorities only three have the same threshold of £100 for the reporting of gifts and hospitality (the remainder use the figure of £25 in terms of estimated value). Officers have attempted to obtain comparative information from those three authorities. At the time of writing this report only one of those authorities had responded and they reported there had been no gifts or hospitality registered during the period March 2018 to March 2019. In addition, sample testing of five of the authorities comprising the Core Cities group which the Council is part of has taken place. However, all five either used £25 or £50 as their threshold for declaring gifts and hospitality so no meaningful comparison was possible.
- 4.4 Members are further advised that there have been no refusals to accept gifts which have been notified to the Monitoring Office since March 2018.
- 4.5 Whilst the Lord Mayor is of course subject to the terms of the Code specific provision is made in guidelines for the Lord Mayor and Deputy Lord Mayor which confirms that official gifts received by the Lord Mayor, whilst in office, belong to the City. However small personal gifts such as a scarf or diary may be retained by the Lord Mayor. The guidance also advises that, whilst undertaking engagements, care must be taken by the Lord Mayor to guard against being seen to solicit gifts. The Lord Mayor's Office has confirmed that the guidance is fully observed and also advised that on some occasions the donor of the gift will give two gifts and state that one is for the Lord Mayor personally and the other for the City. A copy of the Registers' of Interests for the Lord Mayors' who have held office during the period 3 May 2017 to date are

attached as Appendices to the report. There are a small number of entries where it has not been possible to provide a value/estimated value, however in each of those cases the gifts in question were passed to the City and not retained by either of the Lord Mayors.

5.0 Member/Officer Relations Protocol

- 5.1 The proposed changes to the Member/Officer Relations Protocol are again minor corrections to the text and numbering only.
- 5.2 Members are advised that the Council's Human Resources and Organisational Development ('HROD') department lead on the Member/Officer Relations Protocol ('the Protocol'). The Monitoring Officer is of the view that the existing Protocol is well understood by Members and is not aware of any queries or issues that have not been addressed through existing procedures. If any additional changes over and above those mentioned in paragraph 5.1 are proposed after this report has been to the Standards Committee those changes will be subject to engagement with Members' prior to the annual review of the Constitution in October 2019. Members are further advised that The Review published by the Committee on Standards in Public Life also contains a number of best practice recommendations directed to local authorities. The first of these states "Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour by such a definition". This best practice recommendation is discussed in more detail in the separate report Members are receiving in relation to the Review itself. The Committee on Standards in Public Life states it intends to review the implementation of its best practice in 2020.

6.0 Recommendations

That the Standards Committee:

1. Notes the Monitoring Officer's proposed amendments to the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol in the Council's Constitution.
2. Notes the Monitoring Officer's views on the efficacy of the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol.
3. If appropriate, suggest any further amendments.to the above sections of the Constitution.
4. Provide comments as necessary on the Monitoring officer's views regarding the efficacy of the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol.

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USE OF COUNCIL RESOURCES

Section C

Use of Council Resources Guidance for Members

USE OF COUNCIL RESOURCES

Use of Council Resources Policy for Members

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USE OF COUNCIL RESOURCES

1. General Introduction

Manchester City Council's local Code of Conduct for Members ("the Members' Code") provides that a Member of the Council ("a Member") when using or authorising the use by others of Manchester City Council's resources must ensure such resources are not used improperly and in accordance with this policy.

Manchester City Council's requirements on the use of Council resources are set out below. This guidance note also sets out additional rules relating to the use of Council resources in connection with publicity and the use of the Internet and e-mail. Any breach of these requirements could result in a breach of Manchester's Members' Code.

It is each individual Member's responsibility to ensure that any proposed use of Council resources is acceptable. If a Member is unsure Members' Services can be consulted.

This policy is consistent with the rules Council officers are required to follow when using Council resources.

2. Resources general provisions

The City Council makes various resources available for the use of Members in connection with Council business and their role as an Elected Member. These resources include the Members' Secretariat, computer facilities, accommodation, stationery, postage, photocopying, telephones and mobile telephone devices, access to the Internet and e-mail. Collectively these are described as 'Council resources'.

Council resources are only available for Members' work in connection with Council business. Council business means matters relating to a Member's duties as an elected Councillor, as an Executive Member, as a Member of a Council committee, sub-committee, working party, or as a Council representative on another body or organisation e.g. Greater Manchester Combined Authority or the Transport for Greater Manchester Committee.

So for example Council resources can legitimately be used:

- to send and receive communications (including email, letter and by telephone) in connection with Council business;
- to print documents or reports in connection with the formulation of policy and the decision making process of the Council or other organisations on which a Member represents the Council.

The use of any Council resources for non Council business is prohibited (save for the limited personal use of e-mail and Internet – see below).

So for example Council resources could not legitimately be used:

USE OF COUNCIL RESOURCES

- for political purposes including to support a particular political party or candidate at an election;
- for private business purposes, such as running a commercial enterprise;
- where a Member of the Council is also a member on an outside body or organisation where they are not representing the Council (such as a school board of governors or charity);
- personal use which is excessive or inappropriate (see below).

Members are elected representatives of the Council and should always look to present the Council favourably. Council resources should never be used in a way which facilitates or encourages:

- The ridiculing of others based on race, religion, sex, sexual orientation, age or disability;
- Jokes or quips (whether in the form of words or images) based on race, religion, sex, sexual orientation, age or disability;
- Publication of material that is defamatory or libellous;
- Publication of material which is sexually orientated or has sexually explicit content (whether in the form of words or images);
- Publication of material that contains foul or obscene language;
- Publication of material that is intended to alarm others, embarrass the Council, negatively impact employee productivity or harm employee morale;
- Publication of material which contravenes the City Council's Equal Opportunities and Harassment Policies;
- Illegal or malicious use, including downloading or transmitting copyright material;
- The access, storing or transferring of pornographic or obscene material.

Specific provisions - volume mailings

It is generally inappropriate for Members to use Council resources for volume mailings, including sending out circulars and conducting wide-scale consultation exercises, even though these may involve Council business. This is particularly the case where consultation has already been or is about to be undertaken as part of standard Council business (such as consultation on a planning application). If in an exceptional case a Member feels that a volume mailing can be justified they should submit a specific request to the Chief Executive.

Specific provisions - booking and use of accommodation

The rules governing the booking and use of accommodation, meeting rooms and other Council offices must be strictly adhered to. For further details please refer to the Council's Monitoring Officer.

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Data Protection

In representing constituents, Members are separate data controllers for the purposes of compliance with the Data Protection legislation. In the use of the Council's resources Members must be mindful of both their own and the City Council's data protection obligations in ensuring that personal data is processed fairly and lawfully. (This includes asking an officer or department for the personal information of a resident with no legal justification for doing so).

3. Publicity

3.1 Council must not publish political material - section 2 of the Local Government Act 1986

The Council is prohibited from publishing "political material" by virtue of section 2 of the Local Government Act 1986 ("the LGA 1986"). Sub-section 2(1) of the LGA 1986 states that;

"A local authority shall not publish or arrange for the publication of, any material which, in whole or in part, appears to be designed to affect public support for a political party."

Sub-section 2(2) of the LGA 1986 provides that in determining whether material falls within the prohibition, the Council must consider the "content and style of the material, the time and other circumstances of publication and the likely effect on those to whom it is directed". In determining whether material is "political material" the Council must give particular attention to the following matters:-

- a) whether the material refers to a political party or to persons identified with a political party or promotes or opposes a point of view on a question of political controversy which is identifiable as the view of one political party and not of another;
- b) where the material is part of a campaign, the effect which the campaign appears to be designed to achieve.

The prohibition on the Council publishing "political material" also extends to a prohibition on the Council giving "financial or other assistance to a person" for the publication of "political material" which the Council is prohibited from publishing itself.

Although section 2 of the LGA 1986 applies to all publicity produced by the Council, it is obviously particularly important to be aware of these provisions at election time.

USE OF COUNCIL RESOURCES

3.2 The Code of Recommended Practice on Local Authority Publicity

Paragraph 6(c) of Part 1 of the Members' Code requires Members to have regard to any applicable Code of Publicity made under the Local Government Act 1986. From 31 March 2011, the applicable Code has been The Code of Recommended Practice on Local Authority Publicity ("the LA Publicity Code").

The Council is required to have regard to the LA Publicity Code in coming to any decision on the use of Council resources in relation to "publicity" which is defined as 'any communication in whatever form addressed to the public at large or to a section of the public'. This will include press releases and letters to the media (unless clearly marked "not for publication") but does not cover letters to individuals, unless this is on a scale which could constitute 'a section of the public'.

The LA Publicity Code requires that all publicity by the Council must:

- Be lawful
- Be cost effective
- Be objective
- Be even-handed
- Be appropriate
- Have regard to equality and diversity
- Be issued with care during periods of heightened sensitivity.

In relation to publicity by the Council about individual Members, the LA Publicity Code advises that the general position is as follows:

...it is acceptable for local authorities to publicise the work done by individual members of the authority, and to present the views of those individuals on local issues. This might be appropriate, for example, when one councillor has been the "face" of a particular campaign. If views expressed by or attributed to individual councillors do not reflect the views of the local authority itself, such publicity should make this fact clear.

The LA Publicity Code draws attention to the need for the Council to take care during periods of heightened sensitivity before elections and referendums and advises that:

During the period between the notice of an election and the election itself, local authorities should not publish any publicity on controversial issues or report views or proposals in such a way that identifies them with any individual members or groups of members. Publicity relating to individuals involved directly in the election should not be published by local authorities during this period unless expressly authorised by or under statute. It is permissible for local authorities to publish factual information which identifies the names, wards and parties of candidates at elections.

USE OF COUNCIL RESOURCES

4. Personal Use

There is a cost attached to providing Members with any piece of equipment or other resource and that cost can only be justified on the grounds that the equipment or resource is used for Council business.

This is why the use of Council stationery, rooms, telephones and mobile telephones, photocopying and postage may only be used when undertaking Council business.

With regard to the Internet and email however, a small amount of personal use may be acceptable as there is no additional cost to the Council. Any personal use by Members of either of these resources must comply with the general provisions above and any specific guidance in relation to the use of the Internet / e-mail (see below).

So for example the Internet could legitimately be used to purchase holidays, goods and services or general “surfing” for non work-related purposes provided the use is not excessive.

The Council’s email system could for example be legitimately used to send a small number of personal emails to friends or family. These should be identified by the word “personal” in the email subject heading and when sending a personal email, the electronic signature on the bottom of the email should also be removed.

Personal use does not extend to the family of a Member and it is the responsibility of each Member to ensure family members do not use Council resources.

5.1 Information Communication Technology

A Member will be offered several pieces of ICT equipment to assist in the discharge of their duties.

The equipment offered is:

- a tablet and related hardware and software
- a device capable of mobile email **i.e. a smart phone**
- access to the Council’s ICT network
- Internet access
- an account in the corporate email system and an ‘@manchester.gov.uk’ email address
- computer consumables (printer supplies)

This equipment however remains the property of Manchester City Council and must be returned should the Member cease to be a Manchester City Councillor. Access to the MCC network will also be revoked at this time.

USE OF COUNCIL RESOURCES

The Council also provides several **PCs** in the Member's Workrooms to assist Members in the conduct of Council business.

Members must ensure they manage any information that they store electronically, to ensure it is easily accessible to them, confidential and correct. The Council's IT resources can be used to help Members to do this. However, please note that when a Member ceases to be a Manchester City Councillor it will not be possible to provide them with any of the personal data stored about constituents as there is not an easy method of distinguishing between this and other business information of a confidential nature which the Member may have received during their period of office. In so far as the Council acts as a data processor for Members in storing communications with constituents and on a personal basis, the Council confirms that once a Member ceases to be a Manchester City Councillor, all data will be securely and permanently erased from the IT equipment and mobile devices provided to Members by the Council once these are returned (which should be as soon as practicable upon ceasing to be a Member).

5.2 Management and Usage of Mobile Devices

In accordance with the Council's Mobile Device Terms and Conditions Members must ensure they do not exceed the monthly usage limits specified of 2 gigabytes ('GB') for phones and 4GB for tablets.

Use of all mobile devices will be monitored. If a member exceeds those usage limits they will in the first instance be informed by the City Solicitor and asked to bring their usage within the scope of their allocation.

If a Member fails to adhere to such a request then consideration may be given to changing the type of device the Member has or in the alternative putting a bar on the device in terms of data usage.

Any Member who is not clear about the monthly usage limits or how to monitor and manage their data consumption should consult with the ICT Helpdesk.

6.1 The Internet

Members of the Council are able to gain access to the Internet to browse the web and use social media through computers held in Members' Services within the Town Hall complex; or remotely. Members will be provided with a unique user ID and password to access the Internet.

A Member should consider the appropriateness of accessing a website and / or using social media depending on the content, reason or situation they are in e.g. while in the presence of members of the public.

The Council has published separate Guidance for Members on the Use of Social Media (Twitter, YouTube, Blogging, Facebook etc).

USE OF COUNCIL RESOURCES

6.1.1 Acceptable Uses of the Internet

The following list, although not intended to be definitive, sets out broad areas of use that the Council considers to be acceptable uses of the Internet:

- to view and obtain information in direct support of the City Council's business activities;
- to promote services and products provided by the City Council;
- to communicate and obtain information in support of approved personal training and development activities;
- any other use that directly supports the work of a Councillor.

6.1.2 Unacceptable Uses of the Internet

In addition to the uses listed as unacceptable uses of all Council Resources at section 2 there are further restrictions on the use of the Internet for Councillors.

In general terms, any use of the Internet must not contravene the Data Protection legislation; The Computer Misuse Act (1990); The Copyrights, Designs and Patents Act (1988); The Obscene Publications Act (1959) and (1964); or any Council policy (in particular, Council policies on Information and Internet Security; Equal Opportunities and Harassment).

Unacceptable uses include the following:

- the deliberate propagation of computer viruses, or use of the Internet to attempt unauthorised access to any other IT resource;
- access to, and use of, recreational games.

6.1.3 Restrictions on Use of the Internet

Where possible, access to material known to be of an offensive or undesirable nature (for example, which may contravene the City Council's policies on Equal Opportunities and Harassment) will be prevented using appropriate security tools and filtering software.

If any Member unintentionally accesses an Internet site which contains material of an offensive or undesirable nature, they should immediately exit the site. In these instances Members should report the incident to Members' Services or the ICT Helpdesk who may prevent future access to such sites by implementing preventative measures.

Any use of the Internet which is considered to be a criminal matter, will be referred to the Police and may lead to criminal prosecution.

6.2 Email

Each Member will have access to an MCC email account for the duration of their time as an Elected Member. Whenever an external e-mail is sent, the

USE OF COUNCIL RESOURCES

sender's name, email address and Council name must be included as the signature of the email (except when sending a personal email).

This will also prevent any private communications, including emails, sent or received by a Member in their private capacity becoming part of the Council's administrative records. Emails form part of the administrative records of the City Council and the City Council has the right of access to all emails sent or received, on the same basis as written documentation. Emails may also be requested under the Freedom of Information Act (2000) or Data Protection legislation and if in scope (unless exempt) would have to be disclosed.

6.2.1 Acceptable Uses of Email

The following list, although not intended to be definitive, sets out broad areas of use that the Council considers to be acceptable uses of its email system:

- to provide a means of communication within the Council, with other Councils, agencies, organisations and constituents;
- to promote services and products provided by the City Council;
- to communicate and obtain information in support of approved personal training and development activities;
- any other use that directly supports the work of a Councillor in that role.

6.2.2 Unacceptable Uses of Email

In addition to the uses listed as unacceptable uses of all Council Resources at section 2, there are further restrictions on the use of the MCC email system for Members.

Forgery or attempted forgery of electronic mail is prohibited. Attempts to read, delete, copy or modify the mail of others are prohibited. If a Member receives an e-mail from outside the Council that they consider to be offensive or harassing, Members' Services or the ICT Helpdesk should be consulted in accordance with the City Council's Incident Reporting Procedures. Members should not respond to such e-mails (internal e-mail of a harassing nature will be dealt with under the City Council's Harassment policy).

Council work should not be emailed to a Member's personal email address as this is not a secure method of transferring data. Any personal or sensitive email being sent outside of the MCC internal network should be sent securely via the Council's email encryption solution available via the MCC email system or zipped and password protected using the WinZip software available via Citrix. Advice on how to access these encryption solutions is available from the ICT helpdesk or Members' Services.

6.2.3 Use of Council Email

As stated above it is not permissible to use the Council e-mail system to send an e-mail about a party political matter to other Councillors at a Council e-mail address or to reply from one.

USE OF COUNCIL RESOURCES

In order to facilitate such communications it is expected that every member has his/her own business e-mail address in order to transmit party political matters without using Council resources.

6.3 Etiquette and User Responsibilities

As a general principle, remember that you are acting as an elected representative of the City Council, using Council equipment and are accessing a non private network when browsing the Internet or communicating using social media or emails which can be seen by anyone or reproduced for this purpose.

At all times have regard for City Council policies and legal requirements when using the Internet or sending or responding to emails. Where appropriate, have equal regard for specified rules and policies of the owners of services you access via the Internet.

7. Information Security

The security of the Council's networks, and of the systems and information held on it, is paramount. Any information security breach could have an adverse impact on the Council, Members, officers and Manchester residents. Due to the likelihood of sensitive and personal information being held on equipment used by a Member, all equipment must be stored securely, be password protected and in the case of **tablets**, have secure encryption protection installed and operational. All Members must assign a password to their tablets and mobile devices of a complexity to comply with Manchester City Council's policy on password standards (available on the ICT pages on the intranet). Passwords must never be shared with anyone, however, if a Member forgets their password the ICT helpdesk is able to reset them.

Members are able to connect to the Manchester City Council network from home using **Callsign**. To be provided with **Callsign**, Councillors who use their own pc or laptop must ensure that anti virus is installed and up-to-date, the firewall is switched on and regular updates are being installed on the pc or laptop via the relevant Update Server (where the **tablet** is provided by the Council, these features will be enabled as standard). Members' Services or the ICT Helpdesk will be able to assist in applying for **Callsign**.

If a piece of equipment is lost or stolen, it is the responsibility of the Member to report this to Members' Services or the ICT helpdesk immediately. Cable locks should be used to secure laptops to desks as a preventative measure.

To protect the MCC network, the use of USB drives and other removable media is restricted in accordance with the Council's Removable Media Policy (available on the ICT pages on the intranet). Staff in Members' Services can assist if a Member requires a presentation or other information to be used for Council business to be loaded on to a **tablet**.

USE OF COUNCIL RESOURCES

8. Monitoring

In order to ensure compliance with the requirements of City Council policies and the contents of this policy, the City Council has the right to inspect any Council IT equipment used by a Member. This may include utilising monitoring software to check on the use of e-mail services, software to check the content of all e-mail messages sent and received, phone call and text message files and Internet log files.

These software monitoring tools will only be used for the legitimate purposes of ensuring compliance with stated policies and guidelines so as to protect the City Council against the risk of criminal and civil actions, as a result of the unauthorised actions of its employees, or Members. Where a request is made to access data held in ICT equipment allocated to a Member, such requests must be approved by the Monitoring Officer or Chief Executive. Requests must demonstrate why the information is necessary, how it is relevant and the time period required.

9. If a Member Breaches This Policy

Action may be taken against any user of the City Council's resources who contravenes the requirements of this policy.

Breach of this policy may be a breach of the Council's Code of Conduct for Members and be subject to the sanctions therein.

10. Review of this guidance

This guidance was last reviewed in **2019** and shall be reviewed every 3 years thereafter or earlier where there is a change in the applicable law or circumstances warrant an earlier review.

GIFTS AND HOSPITALITY

Section D

**Gifts and Hospitality
Guidance for Members**

GIFTS AND HOSPITALITY

SECTION D: GIFTS AND HOSPITALITY GUIDANCE FOR MEMBERS

General Introduction

Manchester City Council's Code of Conduct for Members (the Code) requires members to notify the Monitoring Officer in writing of a personal interest in any business of the Council where it relates to or is likely to affect the interests of any person from whom the member has received a gift or hospitality with an estimated value of at least £100 (an interest under paragraph 11.2(c) of the Code).

In addition to the obligation to notify under paragraph 11.1 of the Code, the Council requires members to notify the Monitoring Officer of any gifts or hospitality accepted by either themselves or their partner by or on behalf of the elected member in connection with their appointment as an elected member or representative of the Council with an estimated value of at least £100.

It is also a breach of the Code for a member to conduct themselves in a manner which could reasonably be regarded as bringing their office or the Council into disrepute or for a member to use or attempt to use their position as a member improperly to confer on or secure for themselves or any other person an advantage or disadvantage.

The following protocol aims to assist members in complying with these obligations and seeks to provide wider guidance so members can avoid any situation where their integrity may be brought into question as a result of gifts and hospitality.

Legal position

The Bribery Act 2010 provides that it is a criminal offence for a member (either personally or through a third party whether for the member's benefit or the benefit of another) to request, receive, agree to receive, promise, offer or give any gift, loan, fee, reward or advantage for doing or not doing anything or showing favour or disfavour to any person in their official capacity. It is for the member to demonstrate that any such advantage has not been corruptly obtained. This guidance should be considered in conjunction with the Council's Anti-Bribery Policy.

1. Gifts and hospitality

Members are advised to treat with caution any offer, gift, or hospitality that is made personally to them in their capacity as an elected member/representative of the Council. The person or organisation making the offer may be doing business or seeking to do business with the Council or may be applying to the Council for some sort of decision in respect of which it is imperative that the member's independence should not be compromised e.g. planning or licensing approvals.

The requirements for notification of a personal interest under paragraph 11.2(c) of the Code and any other gifts or hospitality accepted by the member or their partner in connection with their position as an elected member/representative of the Council with an estimated value of at least £100 are set out at 2.1 below. It is recommended that where a member refuses any gift or hospitality offered to them or to their partner in connection with their position as an elected member/representative of the Council, the member should notify the Monitoring Officer of the refusal as soon as reasonably practicable. The Council's Monitoring Officer will maintain a register for this purpose.

GIFTS AND HOSPITALITY

Below are some examples regarding acceptance of gifts and hospitality:

1.1 Gifts

All gifts and hospitality should only be accepted if they are in furtherance of the Council's objectives.

Generally personal gifts should not be accepted as an objective view could be that a gift was only given because of the persons standing as a Councillor. The exception is where the gift is of purely token value given to a wide range of people e.g. a pen or key ring, the member should be able to accept such a gift and as it will usually be substantially less than £100 in value there should be no need to register it.

Where the gift is of low value and refusal would cause needless offence and the giver is not currently seeking a decision or business from the Council the member should be able to accept it, and again as it will usually be substantially less than £100 in value there should be no need to register it.

Whilst it may be acceptable to accept a token or gift of low value on one occasion members should refuse repeated gifts, even if these are individually not of a significant value.

Cash or monetary gifts should always be refused without exception and the refusal notified to the Monitoring Officer.

Gifts given as prizes at exhibitions, conferences, seminars etc. as part of a free raffle or draw may be accepted but they belong to the Council and should be notified to the Monitoring Officer as soon as reasonably practicable (notwithstanding that their value may be less than £100). The Monitoring Officer in consultation with the chair of the Standards Committee will determine whether it is appropriate for the member to retain the gift in question.

1.2 Hospitality

It is increasingly the case that private companies offer hospitality e.g. free drinks, tickets to shows or hotel accommodation to persons with whom they do business or with whom they hope to do business in the future. Such hospitality could convey the impression that the member's judgement would be influenced. It would however be too rigid to say that no hospitality can be accepted. Members are reminded that any hospitality with an estimated value of at least £100 should be notified to the Monitoring Officer.

Examples of hospitality which may be acceptable are set out below but depend on the particular circumstances, for example, who is providing the hospitality, why the member is there and the nature of the dealings between the Council, the member and the provider of the hospitality:

- A working meal provided to allow parties to discuss or to continue to discuss business;
- An invitation to attend a dinner or function of a Society, Institute or other non commercial body with whom the Council has contact; or
- Invitations to attend functions where the member represents the Council (opening ceremonies, public speaking events, conferences).

GIFTS AND HOSPITALITY

The following are examples of unacceptable hospitality:

- Holidays, including accommodation and travel arrangements;
- Offers of complimentary theatre and sporting tickets for the member/family or free travel; or
- Paid for corporate invites for evenings out with representatives from a company or firm who have dealings with the Council or who are likely to have dealings in the future.

Members are again advised to err on the side of caution and if in any doubt as to the integrity of the offer/invite, the member should consult the Monitoring Officer or refuse.

2. Personal Interests under paragraph 11.2(c) of the Code

Paragraph 11.2(c) provides that a Member has a personal interest in any business of the authority where it relates to or is likely to affect the interests of any person from whom a Member has received a gift or hospitality with an estimated value of at least £100.

2.1 Registration of a personal interest under paragraph 11.2(c) of the Code and other gifts and/or hospitality

A personal interest under paragraph 11.2(c) of the Code must be registered within 28 days of the member's election or appointment to office

In addition, members must notify the Monitoring Officer of any gifts or hospitality accepted by them or their partner in connection with their position as an elected member/representative of the Council with an estimated value of at least £100 within 28 days of the receipt of the gift or hospitality.

2.2 Disclosure of a personal interest under paragraph 11.2(c) of the Code and other gifts and/or hospitality

When a member attends a meeting of the Council at which the relevant business is considered, the member must disclose their personal interest under paragraph 11.2(c) of the Code where they are aware/ought reasonably to be aware of the existence of the personal interest.

The member must disclose to the meeting the existence and nature of that interest at the commencement of consideration of the relevant business or when the interest becomes apparent.

Where a member has a personal interest under paragraph 11.2(c) of the Code they need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.

2.3 Personal interests under paragraph 11.2(c) of the Code and prejudicial interests under paragraphs 13.1 – 13.5 of the Code and other gifts and/or hospitality

GIFTS AND HOSPITALITY

When disclosing a personal interest under paragraph 11.2(c) of the Code members must also consider whether the personal interest is a prejudicial interest under paragraph 13.1 of the Code. If this is the case, paragraphs 13.2 – 13.5 of the Code apply.

Where the personal interest is also a prejudicial interest under paragraph 13.1 of the Code, if the interest is not registered and is not the subject of a pending notification, the member must notify the Monitoring Officer of the interest within 28 days of the meeting at which the interest was disclosed.

3. Notifications

Notifications of gifts and hospitality should be sent to the Monitoring Officer at the following address.

Governance and Scrutiny Support Unit
Chief Executive's Department
Manchester City Council
3rd Floor
Town Hall Extension
Albert Square
Manchester M60 2LA

A form for this purpose is available from the Governance and Scrutiny Support Unit who administer the register on behalf of the Monitoring Officer.

4. The register of members' interests

Notifications will be included in the register of members' interests, a copy of which is available for public inspection and is published on the Council's website (subject to the rules on sensitive interests set out in paragraph 16 of the Code).

This register is subject to scrutiny by the Standards Committee and inspection by the Monitoring Officer, Head of Internal Audit and Risk Management and External Auditors.

5. Gifts which cannot be retained

Where the Monitoring Officer in consultation with the Chair of the Standards Committee determines that it would not be appropriate for a member to retain a gift, that gift will be returned, utilised by the Council or otherwise donated to an appropriate charitable organisation as determined appropriate by the Monitoring Officer following consultation with the Chair of the Standards Committee.

6. Conclusion

Members are advised to seek the advice of the Monitoring Officer in cases where their position is unclear.

Breaches of this protocol may result in a breach of the Code of Conduct for Members.

GIFTS AND HOSPITALITY**7. Review of guidance**

This guidance was last reviewed in **2019** and shall be reviewed every 3 years thereafter or earlier where there is a change in the applicable law or circumstances warrant an earlier review.

Manchester City Council Report for Information

Report to: Standards Committee – 21 March 2019

Subject: Draft Annual Governance Statement 2018/19

Report of: Deputy Chief Executive and City Treasurer

Summary

This report contains the draft 2018/19 Annual Governance Statement (AGS) which has been produced following completion of the annual review of the Council's governance arrangements and systems of internal control. The processes followed to produce the AGS are outlined in the report. Related activity to promote better understanding and transparency in relation to governance arrangements, both within the Council and for the public is also described.

Recommendations

Standards Committee is requested to note and comment on the contents of the draft version of the Council's 2018/19 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 Standards Committee are asked to note the findings of the 2018/19 AGS and the actions proposed to further develop or strengthen elements of the Council's governance arrangements during 2019/20.
- 1.3 The draft 2018/19 AGS is attached as an appendix to this report.

2. Format and sections of the document

- 2.1 The content and style of the AGS is reviewed each year to ensure that it remains compliant with the Chartered Institute of Public Finance and Accountancy (CIPFA) guidelines, and that improvements are made where possible. There is a focus in the document on effective public communication, plain and clear language, partnership working, and ensuring transparency and clarity over what the Council's governance challenges are, alongside what is being done to address them.
- 2.2 In 2016, the Council fully reviewed and updated its Code of Corporate Governance (the Code) to reflect the seven new principles detailed in CIPFA's *"Delivering Good Governance in Local Government: Framework (2016)"*. Alongside the CIPFA principles, the vision and values of the organisation – the Our Manchester principles - are at the heart of the Council's approach to governance. Our Manchester was therefore also integral to the way the standards in the Code were defined when it was reviewed. The Code was subsequently updated again in 2018, to ensure that the contents remained accurate, up to date, and that they reflected all applicable relevant legislation. CIPFA has highlighted the Council's Code as an example of good practice.
- 2.3 A key element of compiling the AGS is an assessment of the extent to which the Council has adhered to the governance standards set out in its Code, and providing a robust evidence base for this, set out in a clear way. This can be seen in Section 4, The Governance Framework.
- 2.4 The AGS includes the following sections:

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

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

4 – The Governance Framework; this describes how the Council has complied with the principles in its Code of Corporate Governance, and includes links to online documents where the reader can access more detailed information.

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

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

7 – Action Plan: Governance Challenges for 2019/20 Onwards; this section sets out the key areas which the Council will focus on in 2019/20, to address challenges identified and changing circumstances.

3. Process followed to produce the AGS 2018/19

- 3.1 A progress report was provided to Audit Committee in November 2018, updating members on the implementation of actions to improve governance arrangements identified in the action plan at the end of last year's AGS. Progress since November in delivering these actions is described in section six of the new AGS.
- 3.2 Subsequently, to identify significant governance issues to be addressed during 2019/20 a number of evidence sources were considered including;
 - Analysis of responses from Heads of Services to the online annual governance questionnaires which provide a self-assessment of compliance with the Code of Corporate Governance.
 - Significant governance challenges in Partnerships as identified by the Council's Register of Significant Partnerships assessment process.
 - A meeting of key Senior Officers with responsibility for Governance, to identify and discuss emerging governance issues
 - Consideration of risks identified in the Corporate Risk Register
 - Emergent challenges identified by the work of Internal Audit during 2018/19
 - Where appropriate carrying forward elements of action points from 2018/19 if further work and monitoring is required.
- 3.3 These processes, described in more detail in section 5 of the AGS itself, led to the identified governance challenges described in section seven. This sets out an action plan, which looks ahead to the main challenges where the Council will need to focus attention in 2019/20.

4. Communication of Governance Arrangements

- 4.1 The Council is committed to improving the transparency of its governance arrangements, and ensuring it publishes clear and concise explanations of

these arrangements in a format easily accessible to the public. A number of separate steps have been taken to achieve this, which are outlined below.

- 4.2 **The Council's Governance Commitments** – In support of this and to implement the decision of the Audit Committee in March 2013, officers in Performance and Intelligence attended Manchester's Youth Council to describe and discuss the Council's governance arrangements. This meeting led to the establishment of 10 governance commitments, which summarise the commitments in the Code of Corporate Governance, in plain and clear language. These commitments are published on the Council's website.
- 4.3 **Accessibility of the AGS** – The AGS has been written in such a way as to make it as accessible as possible for the lay reader, for example by focusing on making the governance challenge updates as plain, clear and concise as possible. As well as being included as part of the Council's Annual Accounts, it is also easily accessible separately on the Council's website.
- 4.4 **The Annual Report** – the Council's Annual Report includes an overview of the AGS. This sets out a summary of the Council's governance standards and challenges in a concise and clear way. The publication of the last report was promoted on the Council's website and via social media, to promote public engagement with the report.

5. Next Steps and AGS Timeline

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

Date	Milestone
21 March 2019	Draft AGS to Standards Committee
15 April 2019	Draft AGS to Audit Committee
31 May 2019	Draft AGS passed to External Audit as part of the Accounts.
31 July 2019	Final AGS and Accounts circulated to Audit Committee
Autumn 2019	Update on delivery of governance improvements for 2019/20 (as set out in AGS Section 7 Action Plan) to Audit Committee

- 5.2 The AGS has been produced early again this year as the deadline for the submission of Accounts for auditing was moved forwards from last year onwards to 31 May. The Accounts and Audit Regulations 2015 brought forward the timetable for the preparation of 2017/18 draft Accounts by one month, and the deadline for audit by two months. This means that to comply with the Constitution and submit a draft of the AGS to Audit and Standards Committee before it is finalised in the Accounts, it must be taken to the March and April Committee meetings, rather than June as in years prior to 2017/18. This means that there will be some subsequent revisions to the final AGS from the version provided with these papers, based on further progress made to address governance challenges during the remainder of this financial year.

- 5.3 Subsequent amendments will require oversight and clearance before the signed AGS is passed to external audit. To address this, a recommendation will be included in the report to Audit Committee that Committee delegate authority to the Chief Executive in consultation with the Committee Members, to clear the revised version as there are no further Committee meetings prior to 31 May.
- 5.4 Standards Committee is requested to note and comment on the contents of the draft version of the Council's 2018/19 Annual Governance Statement (AGS). Any amendments to the statement requested by Committee will be included in the signed draft version included with the Accounts and passed to External Audit on 31 May 2019.



Annual Governance Statement 2018/19

1. Introduction

- 1.1 This statement provides an overview of how the Council's governance arrangements operate, including how they are reviewed annually to ensure they remain effective. A summary of significant governance challenges which the Council faces is also given, alongside an explanation of what actions have been taken to bring about required improvements, and what work is still to be done. This provides transparency, and gives assurance that the Council is committed to continuously improve the way in which it functions. More detail on particular topics can be accessed by clicking on the hyperlinks, which are highlighted and underlined throughout the document.
- 1.2 The Council operates in a complex and constantly evolving financial, policy and legislative environment. The role, responsibilities and funding models of local government continue to be in a period of rapid transition. The city continues to progress the delivery of its ambitious "Our Manchester" strategy, with staff, residents and stakeholders across the city engaged in working towards the realisation of the vision set out in the strategy. In 2018/19 the Council was in the third year of its four year financial settlement from government to 2019/20, and this document summarises how its budget and business plans were kept under continuous review to ensure it could respond to new and emerging challenges and opportunities during this period. The Council's five-year Capital Strategy also forms a critical part of strategic and financial planning, with delivery having commenced in 2017/18. Significant developments at city region level include the launch of the [Greater Manchester Spatial Framework](#) – its draft plan for homes, jobs and the environment through until 2037.
- 1.3 The changes taking place present both opportunities and challenges. Therefore the Council must continue to engage in a broad programme of innovation and reform work so that it can maintain services for residents which are efficient, effective and value for money using available resources. This document explains the governance mechanisms in place to ensure appropriate oversight of this work.
- 1.4 Whilst this document focuses on governance, the Council's Integrated [Annual Report](#) provides an overview of the context in which it operates, how public money has been spent, and what achievements this led to.

2. Scope of Responsibility

- 2.1 Manchester City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It is also responsible for ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the [Local Government Act 1999](#) to make arrangements to secure continuous improvement in the way in which its functions are exercised.
- 2.2 In discharging these responsibilities, the Council must put in place proper arrangements for the governance of its affairs and effective exercise of its functions, which includes arrangements for the management of risk. The Council first adopted a Code of Corporate Governance in June 2008. This Code is included in the [Council's Constitution](#) (part 6 section G). It sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient,

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

- 2.3 The Code of Corporate Governance and the Council's Constitution are reviewed annually to ensure they remain consistent with the principles of the Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) joint framework for delivering good governance in local government. CIPFA issued an update to the Framework in 2016, which has informed the preparation of the Annual Governance Statement (AGS) from 2016/17 onwards.
- 2.4 This AGS explains how the Council has complied with the Code of Corporate Governance. The AGS also meets the requirements of the [Accounts and Audit \(England\) Regulations 2015](#) regulation 6(1) which requires all relevant bodies to prepare an Annual Governance Statement (AGS).

3. The Purpose of the Governance Framework

- 3.1 The governance framework comprises the systems and processes, culture and values by which the Council is directed and controlled, and through which it is accountable to, engages with and leads the community. It enables the Council to monitor the achievement of the city's strategic objectives as set out in the [Our Manchester Strategy](#), and to consider whether those objectives have led to the delivery of appropriate, cost effective services. The Council's Our Corporate Plan sets out the Council's contribution to the Our Manchester vision. The objectives in Our Manchester and Our Corporate Plan are underpinned by the four Our Manchester principles;
 - **Better lives** – it's about people
 - **Listening** – we listen, learn and respond
 - **Recognising strengths of individuals and communities** – we start from strengths
 - **Working together** – we build relationships and create conversations
- 3.2 The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve the Council's aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control identifies and prioritises risks; evaluates the likelihood of those risks being realised and the impact should they be realised; and aims to manage them efficiently, effectively and economically.

4. The Governance Framework

Corporate governance is a phrase used to describe how organisations direct and control what they do. The Council operates to a [Code of Corporate Governance](#), which forms part of the Constitution. The Code was updated in 2018 to ensure it reflected the Council's current governance arrangements, and complied with CIFPA's "delivering good governance in Local Government Framework (2016 Edition)". The table below includes examples of how the Council has adhered to its governance commitments set out in the Code and includes hyperlinks to sources of further information which include more detail about how the Council has implemented its commitments.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Behaving with Integrity	<ul style="list-style-type: none"> ✓ The Council's Our Manchester approach includes four central principles that underpin everything the Council does, including how it works with partners, how it makes decisions and how it serves local communities; <ul style="list-style-type: none"> ○ Better lives – it's about people ○ Listening – we listen, learn and respond ○ Recognising strengths of individuals and communities – we start from strengths ○ Working together – we build relationships and create conversations ✓ "Listening in Action" events, attended by The Leader and the Chief Executive, give staff the opportunity to engage with senior leaders. At the events, staff can ask questions and understand more about the future direction of the Council, the Our Manchester Strategy, and what the 'behaviours' are that are expected of all staff. ✓ The Council has a zero tolerance approach towards fraud and corruption and this commitment is set out in the Council's Anti-fraud and Irregularity Strategy. 	<p>People Strategy - Our People</p> <p>Counter Fraud Strategy</p>

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ The Whistleblowing Policy, which was updated and reviewed by Standards Committee in November 2018, provides protection for individuals who raise any serious concerns they have about suspected illegal or illegitimate practices at the Council, and explains how these will be investigated. ✓ The Council ensures that, as part of their induction, new members of staff clearly understand the values of the organisation, and the standards of behaviour which are expected. As part of the Our People strategy, improved induction and 'About You' processes have been introduced. These ensure all staff will understand the part they will play in delivering the vision for the city set out in Our Manchester. ✓ A Register of Members' Interests, in which Members' disclosable pecuniary interests, personal interests and prejudicial interests (as defined in the Member Code of Conduct) are registered. Each Member's individual entry can be viewed from their webpage, accessed via the 'Your Councillors' webpage. ✓ The operation of the updated Member procedures for Gifts and Hospitality, Use of Resources and the Member Officer Relations Protocol will be reviewed by Standards Committee in March 2019. 	Whistle Blowing Policy Our People – People Strategy Update Your Councillors Annual review of the operation of the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol
Demonstrating Strong Commitment to Ethical Values	<ul style="list-style-type: none"> ✓ 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

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ The Council has a Code of Conduct for elected and co-opted Members, (Constitution Part 6, section A), as required by the Localism Act 2011. Allegations that the Code has been breached are heard by the Standards Sub Committee. A summary of the outcome of investigations is included in the Standards Committee Annual Report. The operation of the Code of Conduct is reviewed annually by Standards as part of the annual review of the Constitution. ✓ The Members' Update on Ethical Governance was updated and reviewed by Standards Committee in November 2018. ✓ An Employee Code of Conduct (Constitution Part 6, Section E) which makes it clear what standards are expected from staff across the organisation in the performance of their duties. The Member/Officer Relations Protocol (Constitution Part 6, Section F) governs the relationships between officers and members of the Council. ✓ The Council insists its commitment to its values and integrity is shared by external suppliers delivering services on its behalf, as detailed in its Ethical Procurement Policy. ✓ The Council is reviewing the best practice recommendations from the Local Government Ethical Standards report produced by the Committee on Standards in Public Life, which was published in January 2019. A report will be taken to March 2019 Standards Committee. ✓ The Council has a Partnership Governance Framework which sets out protocols for partnership working, and the high standards of conduct which are expected from partner organisations. The Framework is currently under review and a revised version will be prepared for the next update of the Register of Significant Partnerships. 	<p>Local Code of Conduct for Members Standards Committee Annual Report</p> <p>Members' Update on Ethical Governance</p> <p>Employee Code of Conduct, Member/Officer Relations Protocol</p> <p>Ethical Procurement Policy</p> <p>Review of Local Government Ethical Standards / Committee on Standards in Public Life</p> <p>Partnership Governance Framework</p>

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Respecting the Rule of Law	<ul style="list-style-type: none"> ✓ 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 Council uses its legal powers, including the 'general power of competence' to promote its values and priorities to the full benefit of the citizens and communities in Manchester. ✓ The Council has measures to address breaches of its legal and regulatory powers. The Council's Monitoring Officer (the City Solicitor) has statutory reporting duties in respect of unlawful decision making and maladministration. ✓ The Council appoints Statutory Officers who have the skills, resources and support necessary to ensure the Council's statutory and regulatory requirements are complied with. ✓ The Chief Finance Officer (Deputy Chief Executive and City Treasurer) has statutory reporting duties in respect of unlawful and financially imprudent decision making. ✓ The Council ensures that it complies with CIPFA's Statement on the Role of the Chief Finance Officer in Local Government (2016). 	<p>The General Power of Competence</p> <p>Council Constitution (article 12.3(b))</p> <p>Council Constitution (article 12.4(a))</p> <p>CIPFA Statement on the Role of the Chief Finance Officer in Local Government (2016)</p>

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Ensuring Openness	<ul style="list-style-type: none"> ✓ 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 Council Tax, and Waste and Recycling can be accessed quickly and easily from the main page. ✓ The Council's commitment to Openness is set out in its Constitution (Article 12.3 (e)) and is evidenced by its decisions, along with the reasons for them being made publicly accessible. ✓ All Council and Committee meetings are held in public (other than in limited circumstances where consideration of confidential or exempt information means that the public are excluded), with agenda and reports being produced in paper form and on the Council's website. Live streamed webcasts of Council, Executive and Scrutiny committee meetings are available online, as well as in an archive which can be accessed on-demand. ✓ The Council publishes a Register of Key Decisions to notify the public of the most significant decisions it is due to take. To make the Register accessible and transparent the format discourages the use of 'generic entries' for types of decision, and encourages decisions to be included in full. 	<p>manchester.gov.uk website</p> <p>Council Constitution (article 12.3(e))</p> <p>Council Meeting Agendas and Reports</p> <p>Online Videos of Council Meetings</p> <p>Register of Key Decisions</p>

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	The Council's Commitment to Good Governance	The Council's Commitment to Good Governance
	<ul style="list-style-type: none"> ✓ The Council has an "Open Data" website to meet its commitment to publishing as much non-personal data as possible. This means partners and the public can freely make use of it, supporting transparency and accountability. ✓ The Council has an online residents' survey, which helps it to design services around residents' views and concerns about their local area and their public services. ✓ The Council informs, consults and involves residents in significant decisions including service and budget changes. Their views are submitted to those making decisions for consideration. Consultations and surveys this year have included Northern Gateway redevelopment plans, and a City Centre Consultation asking residents, visitors, workers, and shoppers about their experiences and views of the city centre. 	Open Data Our Manchester Residents Survey Consultations and Surveys
Engaging Comprehensively with Institutional Stakeholders	<ul style="list-style-type: none"> ✓ The Our Manchester Forum supports development of effective relationships across leaders of the city's key private, public and voluntary sector organisations. The Forum benefits the city by driving forward the priorities set out in the Our Manchester Strategy. ✓ The Council publishes its Partnership Governance Framework, which standardises the approach to managing partnerships to strengthen accountability, manage risk, and to ensure that a consistent approach is taken to working with partners. ✓ The Council also maintains a list of major partnerships in a Register of Significant Partnerships. This contains an assessment of the strength of the governance arrangements of each partnership, enabling any required improvements to be identified and addressed. 	Our Manchester Forum Partnership Governance Framework Register of Significant Partnerships

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	The Council's Commitment to Good Governance	The Council's Commitment to Good Governance
	<ul style="list-style-type: none"> ✓ The Council supports different ways for residents to present their individual and community's concerns to elected members, for example via Ward Co-ordination. 	
Engaging with Individual Citizens and Service Users Effectively	<ul style="list-style-type: none"> ✓ As part of Our Manchester, the Council focuses on a 'strengths based' approach to residents and communities. This means: <ul style="list-style-type: none"> ○ Recognising that it's about people and better lives ○ We listen, learn and respond ○ Recognising strengths of individuals and communities – we start from strengths ○ Working together, we build relationships and create conversations <p>This approach is used to inform the development of policy and strategy, for example the Family Poverty Strategy.</p> <ul style="list-style-type: none"> ✓ The Council has developed a Digital Communications Strategy, which outlines the digital tools and approach that can help it to communicate according to its stakeholders' communication preferences. It will provide opportunities to develop new conversations with a broader audience. ✓ An 'Our Manchester' approach was taken for the Budget Conversation, to inform the 2017/20 Budget. This resulted in significant engagement about what people value and why, as well as what they could do to support those things. ✓ Following the Budget Conversation, using a "You said... we did" approach, the Council clearly set out online how funding was being allocated to support the priorities which are important to residents and other stakeholders. A progress update looking ahead to 2019/20 budget proposals is accessible online. 	<p>The Family Poverty Strategy 2017/22</p> <p>Digital Communication Strategy</p> <p>Budget Process 2017-2020: Update and Next Steps</p> <p>Our Funding for 2019/20</p>

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	The Council's Commitment to Good Governance	The Council's Commitment to Good Governance
	<ul style="list-style-type: none"> ✓ Scrutiny Committees proactively invite local and national interested parties to contribute to their discussions. ✓ To promote transparency and wider engagement with Council decisions, residents can use Social Media, such as Facebook, Twitter, LinkedIn and Instagram, as well as YouTube and Vimeo, to get updates from and interact with the Council. ✓ There is a Social Media Code of Practice for staff in place to ensure a consistent approach, security of information, and avoid reputational damage. Social Media Guidance has also been provided for Members, which has been updated and will be reviewed by Standards Committee in March 2019. ✓ As part of its consideration of the needs of the current and future service users in the city, the Council produces an annual Joint Strategic Needs Assessment (JSNA). This provides a baseline assessment of need across the city as a whole, and is a key piece of evidence underpinning the development of the Joint Health and Wellbeing Strategy. ✓ Our Integrated Annual Report gives an overview of funding, spending, activities and performance to show what was achieved in the financial year, as we worked towards the city's goals outlined in the Our Manchester Strategy. ✓ The Age-Friendly Manchester Older People's Board includes and represents older people, addressing issues affecting the quality of life for older residents and their communities across Manchester. The Board members provide a vital voice for older people in the city. 	<p>Scrutiny Committee news bulletins</p> <p>Social Media Updates</p> <p>Social Media Guidance for Members</p> <p>Joint Strategic Needs Assessment</p> <p>Integrated Annual Report</p> <p>Older People's Forum and Board</p>

	<ul style="list-style-type: none"> ✓ The Council is committed in its support of the Manchester Youth Council, which acts to ensure young people have a strong voice enabling them to influence decision makers in the city and shape future services. ✓ The Council produces public reports which provide information on complaints performance, and which identify where service improvements may be required. Strategic Directors share the complaints performance reports with their respective Executive Members. At year to date up to Q3 2018/19, 79% of first stage corporate complaints (where the complaint is handled by the service that has been complained about) were responded to in timescale, compared to 87% at the same point last year. The number of complaints at stage one was 1,684, compared to 1,452 last year. At Q3 26.3% Ombudsman complaints have been upheld. At the same point last year 37.2% had been upheld. 	Manchester Youth Council Annual Complaints and Enquiries Report
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C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Defining Outcomes	<ul style="list-style-type: none"> ✓ An extensive consultation in 2015 led to a 10-year strategy for the city – the Our Manchester Strategy – which included a new approach to working across the whole organisation and with residents, partners and other key stakeholders. The overall vision is of Manchester as a: <ul style="list-style-type: none"> ○ Thriving and Sustainable City ○ Highly Skilled City ○ Progressive and Equitable City ○ Liveable and Low Carbon City ○ Connected City ✓ Our Corporate Plan sets out the Council's contribution to the Our Manchester vision, the priorities for the next 2-3 years are; <ul style="list-style-type: none"> ○ Young people ○ Healthy, cared-for people ○ Housing ○ Neighbourhoods ○ Connections ○ Growth that benefits everyone ○ Well-managed Council ✓ The Council uses its budget and business planning process to ensure that progress towards the strategic vision for the city is made in the most effective and efficient way. ✓ The Council sets a Medium-Term Financial Strategy, which sets out the financial assumptions and provides a set of goals for financial decision making for the planning period ahead. 	<p>Our Manchester Strategy</p> <p>Business Plans and Budgets</p> <p>Medium-Term Financial Strategy</p>

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ A Performance Management Framework enables the Council and its Committees to access timely and accurate information about service delivery, supporting intervention to address any barriers to good performance. ✓ The city's role in delivering Our Manchester will provide a key element of support for the linked objectives of the Greater Manchester Combined Authority (GMCA), as set out in the Strategy launched in October 2017; "The Greater Manchester Strategy – Our People, Our Place". ✓ The Council has processes in place to identify and manage risks to the achievement of its objectives, as set out in the Risk Management Strategy 2018-20. The Corporate Risk Register is a part of this framework and is used to inform decision making, provide assurance over actions being taken to manage key risks, and to inform risk management planning and mitigation activities. ✓ The Council has developed a School Governance Strategy to support and secure effective governance of schools in the city. 	<p>Performance Management Framework</p> <p>Our People, Our Place</p> <p>Annual Corporate Risk Management Report and Corporate Risk Register</p> <p>The School Governance Strategy</p>
Sustainable Economic, Social and Environmental Benefits	<ul style="list-style-type: none"> ✓ The themes of sustainability, equity, and low carbon emissions are at the heart of the vision statement in the Our Manchester Strategy. In reports where the Council is recommending a decision, the impact that the decision will have on these broad objectives in the strategy will be set out. ✓ The Council sets out the factors it has taken into consideration when making decisions in reports, which are available on its website. It also maintains a public Register of Key Decisions. 	<p>Executive Reports Register of Key Decisions</p>

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Sustainable Economic, Social and Environmental Benefits	<ul style="list-style-type: none"> ✓ Our Manchester demands an integrated approach to the deployment of revenue and capital spend against a clear set of priorities. The Council has a longer term five-year Capital Strategy, which has formed a critical part of strategic service and financial planning from 2017/18. 	Capital Programme
	<ul style="list-style-type: none"> ✓ As part of the business planning process, the Council sets out how it will work towards its agreed Equality Objectives. When required, Equality Impact Assessments are carried out to assess the impact of proposals, which may have an effect on different individuals and communities across the city. 	Equality Objectives
	<ul style="list-style-type: none"> ✓ The Council strives to ensure fair access to services and monitors the extent to which this is occurring through its regular 'Communities of Interest' publication. Future publications will be called 'Communities of Identity'. 	Communities of Interest
	<ul style="list-style-type: none"> ✓ The Our Manchester Strategy includes the commitment that <i>'Manchester will play its full part in limiting the impacts of climate change and by 2025 will be on a path to being a zero carbon city by 2050'</i>. 	
	<ul style="list-style-type: none"> ✓ Along with other partners, the Council works with the Manchester Climate Change Agency (MCCA) to develop initiatives which will contribute towards the goal of Manchester becoming a zero carbon city. 	Manchester Climate Change Agency
	<ul style="list-style-type: none"> ✓ After collating views from across the city on climate change and the strategy for becoming a zero carbon city, the MCCA launched its Manchester Climate Change Strategy 2017-50 in December 2016. Information on progress can be found in their Annual Report. 	Manchester Climate Change Strategy 2017-2050
	<ul style="list-style-type: none"> ✓ The Manchester Local Industrial Strategy will support the delivery of the Our Manchester Strategy by producing a delivery plan that will help to create a more inclusive economy. 	Manchester Local Industrial Strategy

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ Manchester is collaborating with the other GM authorities to prepare the Greater Manchester Spatial Framework (GMSF). This document will provide a policy framework to guide development across the City Region up to 2037. It will also provide a context for the preparation of Manchester's Local Plan. A consultation on the second draft GMSF is running between January and March 2019. ✓ To enable a coordinated approach to transport investment, the Council will work with other GM authorities, GMCA, the Local Enterprise Partnership and TfGM to deliver the Greater Manchester Transport Strategy 2040. ✓ An updated Family Poverty Strategy for Manchester has been in place since September 2017, supporting the aim of becoming a more progressive and equitable city. ✓ The Council is part of a Strategic Education Partnership, working with schools and local businesses to promote economic growth, reduce dependency, and help people gain the skills needed to access rewarding jobs in the city. ✓ The Council considers Social Value and follows an Ethical Procurement Policy, which sets out ethical trade practices and the ethical core objectives that the Council will deliver through commissioning and procurement activities. The Council pays at least the Manchester Living Wage (MLW) of £8.75 per hour, and commends the adoption of the MLW to its contractors and suppliers. 	<p>Greater Manchester Spatial Framework Consultation and Manchester Local Plan Review - Update</p> <p>Greater Manchester Transport Strategy 2040: Draft Delivery Plan (2020–2025)</p> <p>Manchester Family Poverty Strategy 2017-2020</p> <p>Strategic Education Partnership Board</p> <p>Social Value</p>

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Determining Interventions	<ul style="list-style-type: none"> ✓ 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. ✓ Delegation of decision making to officers is detailed in the Constitution, so that they can deal with the day-to-day running of the service without the need to constantly refer matters back to Elected Members. Details of what decisions are taken in this way are included in the Scheme of Delegation in the council's Constitution. Further specific delegations may be granted, through recommendation in public reports to Committees. 	Performance Management Framework Executive Reports Constitution (Part 3, Section F)
Planning Interventions	<ul style="list-style-type: none"> ✓ The Council plans its activity at a strategic level through its budget and business planning cycle and does so in consultation with internal and external stakeholders to ensure services delivered across different parts of the organisations and partners complement each other and avoid duplication. ✓ The Manchester Partnership's Thematic Partnerships support delivery agencies across the city to co-ordinate their activity and consider how they can collaborate to reduce the risks to achieving their outcomes. ✓ The effectiveness of the Council's interventions and the quality of its services is monitored through the provision of regular performance reports, showing progress towards goals and targets set in the budget and business plans. Key areas are highlighted, so that decision makers can take corrective action where necessary. 	Business Plans and Budgets The Manchester Partnership Performance Management Framework

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ The Council's Digital Communication Strategy sets out its approach to engaging with stakeholders, to ensure their involvement in determining how services and interventions should be delivered. ✓ The Council has a Planning Protocol within its Constitution (Part 6, Section B), to ensure fair planning decisions are based on sound evidence. This was reviewed by Standards Committee in November 2018. 	Digital Communication Strategy Planning Protocol
Optimising Achievement of Intended Outcomes	<ul style="list-style-type: none"> ✓ 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 for the remainder of the Spending Review period to 2019/20. ✓ The context and documents which support the Council's overall strategy are set out in its Efficiency Plan, published on the Council's website as required by Government for a four-year financial settlement. ✓ The Council considers Social Value at pre-tender and tender stage to ensure that appropriate desirable outcomes can be offered by suppliers in their tender submissions. An example of this can be seen in the major six-year restoration project – Our Town Hall. 	Medium Term Financial Strategy Capital Programme Updated Financial Strategy 2019/20 Efficiency Plan Social Value Our Town Hall – Social Value

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Developing the Organisation's Capacity	<ul style="list-style-type: none"> ✓ The Council's Our People Strategy articulates what its workforce will need to be like in order to achieve the vision set out in Our Manchester. As part of this workforce plans are developed, which ensure staff have the necessary skills and behaviours to deliver this vision for the city. These behaviours are; <ul style="list-style-type: none"> • We work together and trust each other • We're proud and passionate about Manchester • We take time to listen and understand • We 'own it' and we're not afraid to try new things ✓ The Council continually seeks better outcomes from its use of resources by comparing information about functions, expenditure and performance with those of similar organisations and assesses why levels of economy, efficiency and effectiveness are different elsewhere. It acts upon the findings of this intelligence as part of its budget and business planning to ensure continual effectiveness of service delivery. 	<p>Our People</p> <p>Business Plans and Budgets</p>
Developing the Capability of the Organisation's Leadership and Other Individuals	<ul style="list-style-type: none"> ✓ The Council Leader and Chief Executive have clearly defined roles, and maintain a shared understanding of roles and objectives. The Chief Executive leads on implementing strategy and managing service delivery and other outputs set by members. The Chief Executive and Leader provide a check and balance for each other's authority. ✓ The Council maintains an annually updated Scheme of Delegation, setting out which decisions and powers have been delegated to various Committees and Officers. 	<p>Constitution (Part 3, Section F)</p> <p>Constitution (Part 6, Section F)</p>

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ To enable Elected Members and Senior Officers to have a shared understanding of their respective roles the Council has produced a Protocol governing Member and Officer relations. ✓ New Members receive an induction and training throughout the year. The form and content of the induction is reviewed annually with Members. Member Development Strategy is to be considered at March 2019 Standards Committee ✓ An Annual Members' Assurance Statement is compiled, to identify governance challenges relating to the roles of elected members. ✓ As part of the Our People strategy, improved induction and appraisal processes ("About You") were introduced. These ensure all staff understand the part they will play in delivering the vision for the city in Our Manchester. A new induction approach has also been developed. ✓ Each year the Council listens to the views of its staff via the annual "BHeard" survey, and uses learning from this to make continuous improvements in the way that it operates and communicates. This feedback played a key part in the development of the Our People Strategy. ✓ There are a number of tools in place to ensure staff are briefed effectively, for example via staff engagement events, such as "Listening in Action" events which seek to engage staff on a regular basis and involves a Questions and Answers session with the Leader and Chief Executive, as well as active participation from Executive Members. ✓ Internal regular staff e-mail communications have been re-launched with a new look and feel for 2019; 	<p>Member Development Strategy</p> <p>Our People</p> <p>Our People</p>

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> • The Buzz – a dedicated channel for Chief Executive to connect with staff in an informative and engaging way. • Team Talk – a dedicated channel for all managers. • The Forum – an all-staff broadcast designed to include something for everyone. <p>✓ The Council delivers a comprehensive programme of leadership and management development, which all new managers are enrolled on. The programmes are targeted at different Grade banding, and cover a spectrum of areas essential to managers in the organisation.</p> <p>✓ The Council is committed to promoting the physical and mental health and wellbeing of the workforce as a core component of the People Strategy through both specific interventions and opportunities and as a central part of the role of all managers. There is a dedicated intranet page with a wide range of support and guidance for staff and their managers covering a wide range of health and wellbeing topics and a 24/7 Employee Assistance Programme (phone line) providing a range of support. In September 2018 a new strategy for Employee Health and Wellbeing in the Council: 'Being Our Best Selves' was launched.</p> <p>✓ The Council has an open and welcoming approach to external and peer review and inspection and actively considers constructive feedback.</p>	<p>Being Our Best Selves</p>

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Managing Risk	<ul style="list-style-type: none"> ✓ The Council operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations. ✓ The Corporate Risk Register is part of this framework and is an articulation of the key risks impacting the Council. It is used to inform decision making, provide assurance over actions being taken to manage key risks and to inform directorate level risk management planning and mitigation activities. Named risk managers are identified in the Register for its key strategic risks. ✓ Risk training has been reviewed and refreshed alongside the Our People and Our Manchester strategies. The full training package will be relaunched in 2019 and integrated into a wider portfolio of staff training opportunities that includes access to courses sponsored at a Greater Manchester level, by the Civil Contingencies and Resilience Unit, in addition to internal training opportunities developed by the Risk and Resilience Team. ✓ Risk management is an integral component of the budget and business planning process. During 2019/20 additional focus will be given to the scrutiny and assurance over Business Plan risk assessments, led by the Governance and Assurance Group. Risks to the delivery of Business Plan objectives form a core component of corporate risk profile, with emerging risks that may impact on the delivery of corporate priorities escalated from directorates to the corporate risk register and scrutiny by Strategic Management Team. ✓ In December 2017 Personnel Committee agreed a revised health and safety policy, supported by a three-year health and safety strategy. Key priorities are to strengthen leadership of health and safety, ensure managers focus on significant health and safety risks and improve employee participation within the risk 	<p>Risk Management Strategy 2018-20</p> <p>Corporate Risk Register</p> <p>Business Plans and Budgets</p> <p>Corporate Health and Safety Policy and Three Year</p>

[illegible]

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ Each year the Council produces the State of the City report, which details the performance against key measures established to understand how the city is meeting its vision and priorities. 	State of the City
Effective Overview and Scrutiny	<ul style="list-style-type: none"> ✓ The Council has six scrutiny Committees, which hold decision makers to account and play a key role in ensuring that public services are delivered in the way residents want. The agenda, reports and minutes are publicly available on the Council's website. 	Scrutiny Committees
Robust Internal Control	<ul style="list-style-type: none"> ✓ The Council has robust internal control processes in place, which support the achievement of its objectives while managing risks. ✓ The Council's approach is set out in detail in both the latest Annual Corporate Risk Management report, and its Internal Audit Plan. ✓ The Council has an Audit Committee, in line with CIPFA's 'Position Statement: Audit Committees in Local Authorities and Police (2018)', which provides an independent and high-level resource to support good governance and strong public financial management. The Committee has two Independent Co-opted Members, and provides a mechanism for effective assurance regarding risk management and the internal control environment. ✓ The Council maintains clear policies and arrangements in respect of counter fraud and anti-corruption. These are the Anti-Fraud and Anti-Corruption Policy; Whistleblowing Policy; Anti Money Laundering Policy and the Anti Bribery Policy. 	Internal Audit Plan 2018/19 Annual Corporate Risk Management Report Audit Committee

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ An assessment of the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the Council's internal auditor in the "Head of Audit and Risk Management Annual Opinion 2018/19" section of this Annual Governance Statement. 	Annual Governance Statement
Managing Data	<ul style="list-style-type: none"> ✓ The processing of personal data is essential to many of the services and functions carried out by local authorities. The Council complies with data protection legislation, which includes GDPR (General Data Protection Regulation) and the Data Protection Act 2018 (DPA 2018). This will ensure that such processing is carried out fairly, lawfully and transparently. ✓ The Council reviews and supplement its policies, and also keep its processing activities under review, to ensure they remain consistent with the law, and any compliance advice and codes of practice issued from time to time by the Information Commissioner's Office (ICO). ✓ The Council ensures that officers handling personal data are trained to an appropriate level in the use and control of personal data. It is made clear that all staff and Members are personally accountable for using the Council's information responsibly and appropriately. All staff must undertake protecting information e-learning training, and this forms part of the induction process for new staff. ✓ To remind staff of their responsibility to always take due care to protect information, the Council uses internal communication campaigns; posters and email reminders signposting to information protection principles and guidance. ✓ Information Governance is overseen by the Corporate Information Assurance and Risk Group (CIARG) chaired by the City Solicitor who is the Senior Information Risk Officer for the Council (SIRO). 	

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<ul style="list-style-type: none"> ✓ The Council complies with the Local Government Transparency Code 2015 by publishing accurate data within appropriate time frames, in the areas mandated by the Code in the Council's Open Data Catalogue together with additional data of value to stakeholders and the public. ✓ The Council allocates resources to review and monitor the quality of the data which it produces, and which it uses to produce performance reporting to inform decision making. ✓ The Council makes information available to the public via the information access regimes provided for by the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. Data protection legislation, including the Data Protection Act 2018, provides individuals with various rights. The Council ensures that all valid requests from individuals to exercise those rights are dealt with as quickly as possible, and by no later than the timescales allowed in the legislation. 	Local Government Transparency Code Open Data Freedom of Information
Strong Public Financial Management	<ul style="list-style-type: none"> ✓ 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 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 	Medium-Term Financial Strategy Constitution (Part 5)

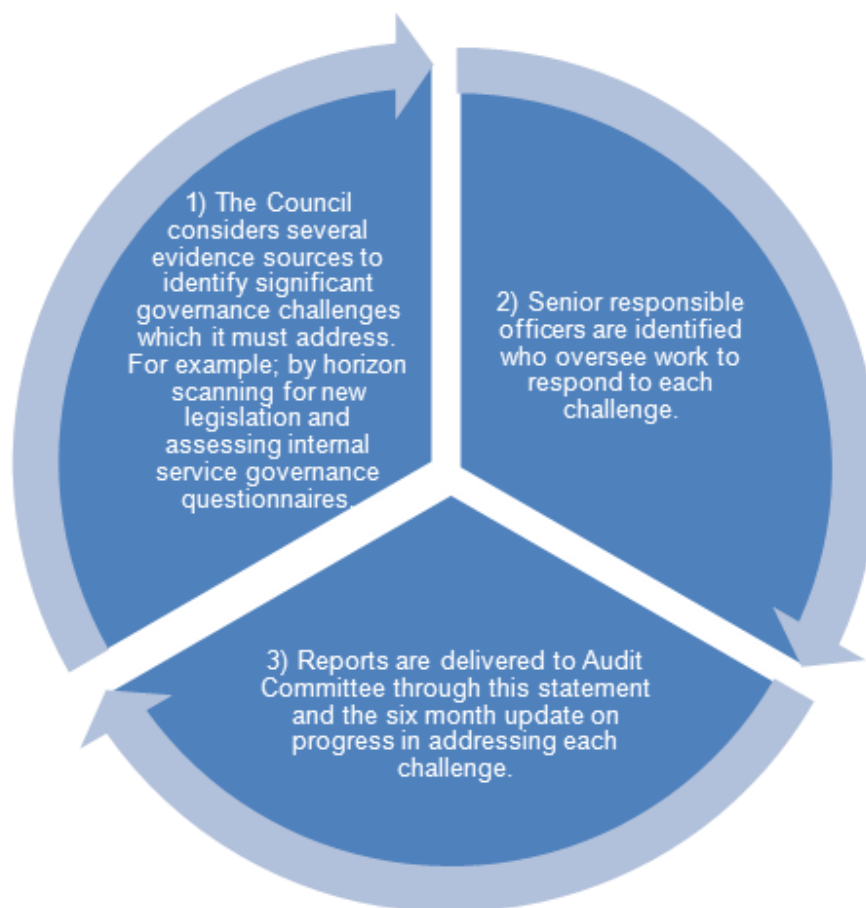
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Implementing Good Practice in Transparency	<ul style="list-style-type: none"> ✓ The Council follows the Local Government Transparency Code 2015, which includes requirements and recommendations for local authorities to publish certain types of data. ✓ The Council's website is set out in a clear and easily accessible way, using infographics and plain language. Information on expenditure, performance and decision making is sited together in one place and can be accessed quickly and easily from the homepage. 	Local Government Transparency Code manchester.gov.uk website
Implementing Good Practices in Reporting	<ul style="list-style-type: none"> ✓ The information in the Annual Report is drawn from sources including the more detailed State of the City publication, which charts the city's progress towards its vision and priorities. ✓ The Council explains how it reviews its governance arrangements, and how it has complied with CIPFA's "Delivering Good Governance in Local Government (2016)" principles by producing this Annual Governance Statement (AGS). This includes an action plan (section 7) identifying what governance challenges it will need to address in the next financial year. A concise summary of the findings of the AGS is included in an easily digestible format within the Annual Report. 	State of the City Annual Governance Statement
Assurance and Effective Accountability	<ul style="list-style-type: none"> ✓ The Council welcomes peer challenge, internal and external review and audit, and inspections from regulatory bodies and gives thorough consideration to arising recommendations. An example of positive improvement having taken place following recommendations was the outcome of the Ofsted re-inspection of 	Ofsted Re-inspection of Children's Services

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	<p>Manchester's services for children in need of help and protection, children looked after and care leavers.</p> <ul style="list-style-type: none"> ✓ The Council monitors the implementation of internal and external audit recommendations. Assurance reports are presented to Audit Committee and Mazars (the Council's external auditors) bi-annually summarising the Council's performance in implementing recommendations effectively and within agreed timescales. As at February 2019, no External Audit recommendations were outstanding. ✓ This Annual Governance Statement contains a section "Annual Review of the System of Internal Audit 2018/19" which sets out how the Council has gained assurance regarding the effectiveness of its Internal Audit function. ✓ Public Sector Internal Audit Standards (PSIAS) set out the standards for internal audit and have been adopted by the Council. This process includes the development of an Emergent Audit Plan designed to invite comment from management and the Audit Committee. 	<p>Outstanding Audit Recommendations</p> <p>Internal Audit Plan 2018/19</p>

5. Annual review of effectiveness of the governance framework

- 5.1 The Council has a legal responsibility to conduct an annual review of the effectiveness of its governance framework, including the systems of internal control. After conducting this review the Council has assurance that its governance arrangements and systems of control are robust and reflect the principles of the Code of Corporate Governance. This section explains what arrangements were reviewed, and how this assurance was achieved.
- 5.2 As well as providing overall assurance about the Council's governance arrangements, the review mechanisms detailed in this section are used to identify governance challenges. This process takes place in a cycle, to ensure continuous improvement, as illustrated below. The next section details progress made in addressing these challenges.

The governance improvement cycle

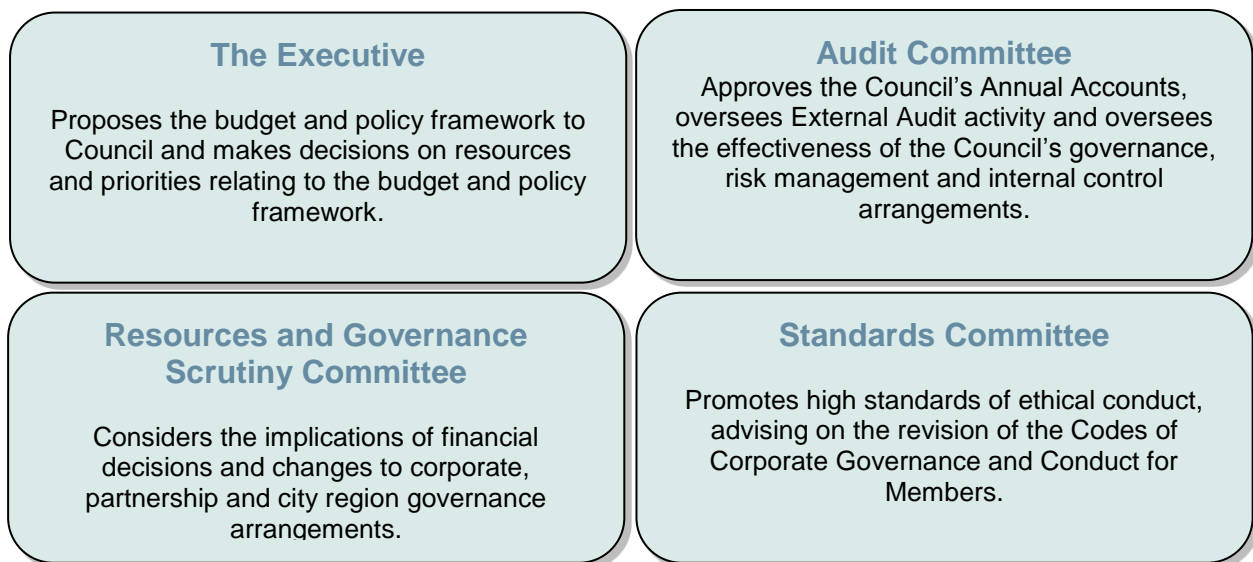


Leadership of governance and internal control

- 5.3 Responsibility for governance and internal control lies with the Chief Executive and the Strategic Management Team (SMT) which meet on a roughly bi-weekly basis to steer the organisation's activity. SMT receive a regular suite of assurance reports from a number of sources, including the Corporate Risk Register, and the Integrated Monitoring Report which allows the Council to track performance towards its agreed objectives. Once per year SMT review the progress in addressing the significant governance challenges which have been identified.

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

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



Head of Audit and Risk Management Annual Opinion 2018/19

- 5.5 *Content pending - to be reported to 15 April 2019 Audit Committee*

Annual Review of the System of Internal Audit 2018/19

- 5.6 *Content pending - to be reported to 15 April 2019 Audit Committee*

External Auditor's Review of the Effectiveness of Governance Arrangements

- 5.7 The Council's external auditor is now Mazars. Grant Thornton, the previous external auditor, produced their final Annual Audit Letter for the 2017/18 financial year, which summarised the key areas highlighted by the work they had carried out. [The Annual Audit Letter 2017/18](#) was reported to Audit Committee in November 2018. The main conclusions of the Audit Letter regarding the key assessment areas were:

Overall Value for Money Conclusion:

“We are satisfied that in all significant respects the Council put in place proper arrangements to secure economy, efficiency, and effectiveness in its use of resources for the year ended 31 March 2018. An unqualified Value for Money conclusion was issued.”

Audit of the Accounts – Audit Opinion:

“We gave an unqualified opinion on the Council’s and group’s financial statements on 31 July 2018, meeting the statutory deadline.”

- 5.8 The Council monitors the implementation of external audit recommendations. Assurance reports are regularly presented to Audit Committee and Mazars summarising the Council’s performance in implementing recommendations effectively and within agreed timescales. However, progress is also monitored through other relevant Committees and Scrutiny functions. The latest [Outstanding Audit Recommendations Report](#) was taken to Audit Committee in February 2019. There were no outstanding External Audit recommendations.

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

- 5.9 As part of its work on governance and financial management across public services, CIPFA issued its Statement on the role of the Chief Financial Officer in Local Government (the Statement) in 2016. The Council has undertaken a review of the role and responsibilities of its Chief Financial Officer (CFO) against the five principles that define the core activities and behaviours that belong to the role of the CFO and the governance requirements needed to support them.
- 5.10 The 2018/19 review concluded that the CFO met the responsibilities of the Senior Finance Officer in full and was ideally placed to develop and implement strategic objectives within Manchester City Council, given her role as the City Council’s Section 151 Officer, Deputy Chief Executive and City Treasurer. She reports directly to the Chief Executive and is a member of the Council’s Senior Management Team. The CFO influences all material business decisions and oversees corporate governance arrangements, the audit and risk management framework and the annual budget strategy and planning processes. The Council’s financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.

Annual Report of the Standards Committee

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

Assessment of the robustness of corporate governance across services

- 5.12 As part of the process of identifying any areas where governance needs to be strengthened across the organisation, services complete an annual online questionnaire indicating whether they comply with each of the criteria in the Code of Corporate Governance. The questionnaire has been updated to reflect the revised Code of Corporate Governance, with a key focus being assessment of the embedding of the Our Manchester approach and behaviours. Analysis of the responses shows compliance with the Code is generally robust.

Areas of particular strength identified in the questionnaire responses included;

- The Service considers Social Value at pre tender and tender stage to ensure that appropriate desirable outcomes can be offered by suppliers in their tender submissions. Through this process consideration is given to how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area.
- The service has a plan to implement changes based on the findings of the “BHeard” staff survey.
- Scrutiny Committees - Officers are aware of and know how to engage with and support the Scrutiny Committees.

Areas showing the most improvement since 2017/18 included;

- Workforce Plans are effectively implemented to ensure that staff develop the skills and behaviours which will contribute to the vision set out in Our Manchester, and as articulated in the Our People Strategy.
- The service has strong information governance processes and procedures in place, which incorporate the requirements of GDPR and the Data Protection Act 2018. These processes and procedures are understood and followed by staff, who have all undertaken necessary training, including e-learning. The Golden Rules for Information Security are understood by all staff.

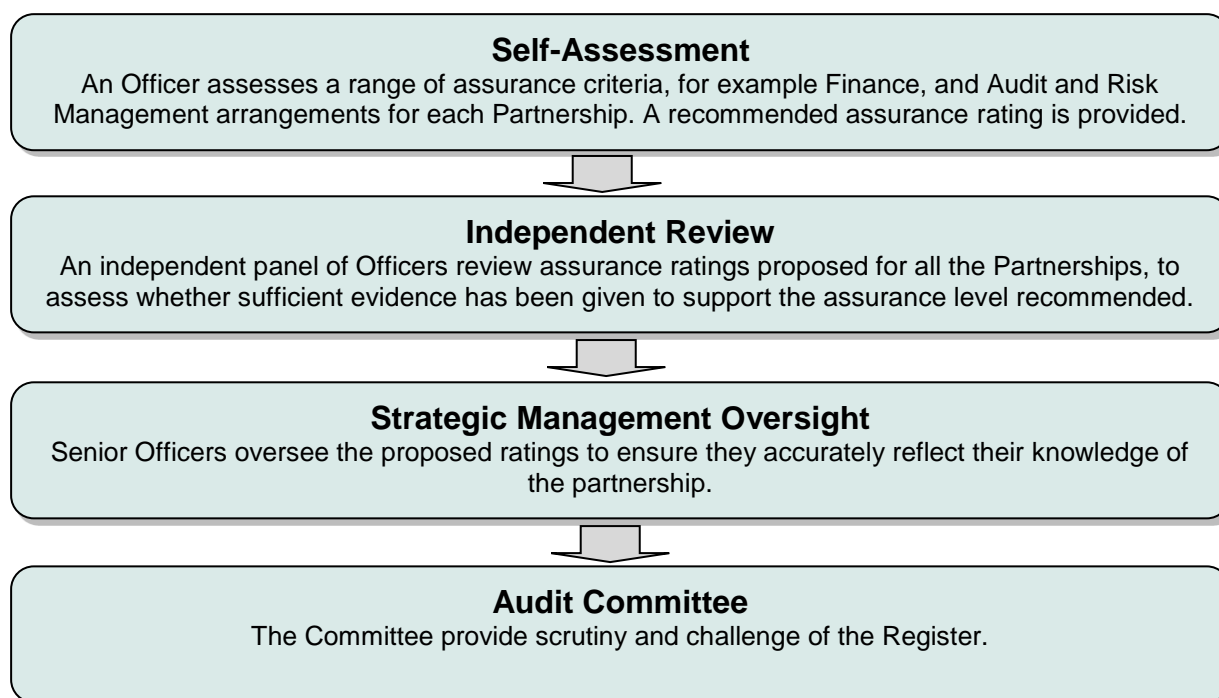
- 5.13 Using a strengths based approach, services highlight and give more information about areas of strength and good practice in their questionnaire responses. These are then shared, so that good practice can be adopted across the organisation.

- 5.14 The analysis has also identified areas where improvement is required, which is part of the evidence based which informs the governance challenges which the Council will address in 2019/20 (Section 7). Examples include;

- The 'Our Manchester' Strategy priorities - the 64 'we will' commitments - and the seven Our Corporate Plan priorities are understood and embedded in the work of the service.
- All staff are aware of and know how to access the Whistle Blowing and Anti-Fraud and Corruption procedures as well as the Employee Code of Conduct (on the HROD intranet) and the Member / Officer Relations Protocol (within the Constitution)

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

- 5.15 The Council has a standardised approach to managing its partnerships as detailed in the [Partnership Governance Framework](#). This supports officers and stakeholders in ensuring that good governance is understood and embedded from the outset, and throughout the lifetime of all partnerships. The governance arrangements of the Council's partnerships, which are on the [Register of Significant Partnerships](#), are self-assessed annually to provide assurance that effective arrangements are in place, and to highlight any governance challenges which need to be addressed.
- 5.16 The annual self-assessment process has been developed to provide clear accountability, and robust scrutiny and challenge. It can be summarised as follows;



- 5.17 The Council works to continuously improve both governance in partnerships, and the assessment process. Every six months Audit Committee scrutinises the progress which has been made to implement improvements amongst those partnerships that the process has identified have governance challenges to address. Audit Committee will request Executive Member and Senior Officer attendance where it has specific areas it wishes to address. The assessment process is reviewed annually. This review concluded the current process is fit for purpose, but the Partnership Governance Framework guidance will be reviewed - and updated as deemed necessary - in time for the subsequent (2019) assessment cycle.

External inspection agencies

- 5.18 The Office for Standards in Education, Children's Services and Skills (Ofsted) inspects and regulates services which care for children and young people and those providing education and skills for learners. It publishes all [school inspection reports](#) on its website, in addition to the [inspection reports](#) for the services for children and families which the Council provides. The last inspection took place in October 2017, with a subsequent focused visit in September 2018.

- 5.19 The [Care Quality Commission](#) (CQC) is the regulatory body responsible for the quality of health, and adult social care services in England and carry out reviews of local arrangements. The CQC advises Councils that, although not a statutory requirement, it is good practice to produce “local accounts”. Local accounts must demonstrate how the Council has safeguarded and maintained personal dignity, put people first and achieved value for money, judged against the health and social care outcomes for their area. The Council’s [Local Accounts](#) are reviewed by Health Scrutiny Committee.
- 5.20 Mazars are the Council’s External Auditors. They carry out auditing of the Council’s activities in accordance with the National Audit Office (NAO) Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014. Their key responsibilities are to:
- Give an opinion on the Council's financial statements
 - Assess the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion)

6 Progress in addressing the Council’s governance challenges

This section provides an update on progress made addressing the Council’s governance challenges which were identified in last year’s AGS (2017/18). Progress is reviewed every six months, with an update previously being provided to [Audit Committee](#) in November 2018. Topics are grouped together, relative to particular areas of governance.

Governance Area: Delivering Our Manchester

Action 1) Ensuring the Our Manchester behaviours become embedded and reflected in all aspects of service delivery, ensuring that staff develop the skills and behaviours articulated in the 'Our People' Strategy, including effective implementation of workforce plans. Adopting a strengths-based approach to engaging with residents, and ensuring the Our Manchester approach is used strongly and consistently across all aspects of the Council's communications.

‘Our Corporate Plan’ was launched in November 2018, which sets out the Council’s priorities for the next three years. These priorities describe the most important activities that constitute the Council’s contribution to delivering the Our Manchester Strategy. This plan supports staff to understand the connection between the work they do every day, and the bigger vision for the city, allowing everyone to make the connection to Our Manchester whilst demonstrating the four Our Manchester behaviours.

Embedding the Our Manchester behaviours is at the heart of the Our People Strategy, which is integral to the delivery of one of the priorities of ‘Our Corporate Plan’: A well-managed Council. The information below summarises a number of key activities progressed in the past year to support the embedding of these behaviours across the full workforce:

- The Our Manchester Experience was launched in October 2017, as an immersive learning experience to provide all staff with an opportunity to explore what the Our Manchester behaviours mean to them in the context of their own roles. Over 2,200 Council staff and 200 partners have participated in the Experience to date with feedback scores consistently around 90%. Work is continuing to support all staff in accessing the experience within three years.
- The Experience operates with the dedication of 46 Guides, who are council employees from across the organisation, that have volunteered to deliver training sessions, and act as ambassadors for Our Manchester. Every quarter new guides are recruited, with the aim for minimum 70 Guides to help deliver the Experience at full capacity.

- A refresh of the Our Manchester Experience is underway, which will strengthen the way theory is applied practically, with changes set to be live from April 2019.
- An Our Manchester Behaviours toolkit to support individuals and teams to explore and adopt the behaviours was launched in October 2018, with 66 trained 'toolkit ambassadors' across the council, with the aim to train minimum 70, or one in every service by April 2019.
- Over 50% of leaders and managers have engaged with the Council's core leadership and management programmes, 'Raising the Bar' and the 'Our Manchester Leadership programme'. These programmes will help managers understand how they can support their teams to embed the behaviours in everything they do.
- Over 325 staff have accessed the Council's employer supported volunteering policy, providing over 2,473 hours in volunteering to support the City's communities and demonstrate their commitment to putting the Our Manchester behaviours into action.
- Strengthened routes for internal communication and engagement continue with 2,308 employees, and 24 Members attending a Listening in Action event (end of Round 8).
- All services have been asked to take part in an Our Manchester Self-Assessment Tool based on a maturity matrix model, which is intended to assess how services are understanding and embedding the Our Manchester approach and behaviours. The overall organisation position is at 'developing', with the aim to support services to 'maturing'.
- Co-design and testing of a Strengths Based Development Programme is complete which will help staff across the Health and Social Care sector to adopt an asset based way of working from April 2019.
- Strengthened processes for workforce planning live for the next financial year and underpinned by an improved corporate learning offer and support structures, including coaching and mentoring.
- A refresh of the Council's leadership and management development offer to re-launch in April 2019.
- Work is underway to strengthen core people management policies and processes to reflect the Behaviours, reinforcing these through our practical framework of people management. To date work has been delivered to update the Council's Recruitment and Selection policy and make a number of practical improvements to mi people Self Service.
- Behaviours are continued to be embedded through the delivery of the Health and Wellbeing Strategy, and demonstrated through Reward and Recognition, in particular categories and judging criteria for Awards for Excellence.

The organisation is now firmly a 'one to watch' employer with an overall improvement of 19 points in the 'Bheard' Survey 2018 (630 points). It saw a significant increase in staff engagement, with the highest response rate than ever before; 55% of employees responded (nearly 4,000 staff) with a 14% increase in off-line staff participation. This is a strong indication that staff are more engaged and the impact that the targeted work of Our Manchester has had. The Survey did, however, highlight some clear areas for improvement, including strengthening the way the organisation's senior leaders visibly demonstrate the behaviours.

The role, skill and capacity of line managers is absolutely central to delivering work to embed the Our Manchester behaviours across the organisation. It is also essential that all staff understand their role and the part they play to deliver against our corporate plan, which contributes to the success of the Our Manchester Strategy. The behaviours remain central to everything that the council does, and the key areas listed above will continue corporately, and in specific Services to further embed them in all that the Council does.

All Services across the Council have completed an Our Manchester Self-Assessment to provide a clear baseline of how services are embedding Our Manchester in their day-to-day work. The organisational position indicates that the majority of services are self-assessing as 'developing', with the focus of activity going forward to move from 'developing' to 'maturing'. The assessment process is helping to ensure that there is a consistent application of the behaviours across the organisation, highlighting good practice, providing a mechanism for services to 'buddy up' for shared learning, and identifying opportunities for the behaviours to be demonstrated. As further progress is made, the ambition is that this should lead to a strengthened position around embedding the Our Manchester approach and its impact on governance, as identified through the next annual service governance questionnaires.

Governance Area: Health and Social Care Integration

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

Manchester Health and Care Commissioning (MHCC) is a partnership of the Council and the NHS Manchester Clinical Commissioning Group, which was established in April 2017. MHCC developed a single Operational Plan for 2018/19 and this has subsequently been updated and agreed by all partners for 2019/20. The MHCC priorities for 2019/20 are: prevent and tackle health inequalities, transform community based care, transform hospital based care, deliver a transformed health and care system, and key enabling programmes such as organisational development. MHCC is governed by a Board which includes the Council Chief Executive, Deputy Leader, and the Executive Member for Adult Health and Well-Being.

The Manchester Local Care Organisation (MLCO) will deliver integrated out of hospital services, including Community Health, Primary Care, Mental Health and Social Care. The first phase of MLCO came into effect in April 2018, when the management of a number of services including community health services and adult social care city wide services transferred to MLCO. This was

enacted through the signing of a Partnering Agreement by all key partners: Manchester Clinical Commissioning Group; Manchester City Council; Manchester Foundation Trust; Greater Manchester Mental Health Trust; and Manchester Primary Care Partnership.

Approximately 990 FTE Council employees from across Adult Social Care and Business Delivery transitioned to the MLCO in the early part of 2018/19, in order to deliver the services that formed part of Phase One of MLCO. An [October 2018 report](#) to Health Scrutiny Committee details these services, which include Social Work, Primary Assessment and Re-ablement services. They will form part of the first suite of services to come together with Health as part of twelve Integrated Neighbourhood Teams working across the City. A [February 2018 report](#) to Personnel Committee sets out in full the implications for workforce, engagement and organisational development. A subsequent [February 2019 report](#) to Health Scrutiny gives a further update of progress made across core business areas of MLCO.

More generally, the development of the MLCO is being governed by the MLCO Partnership Board, with internal management oversight being provided through robust governance arrangements including an MLCO Executive team. Work to define Phase Two of MLCO is being led by MHCC.

Further to the Annual Governance Statement update in March 2018, there is an ongoing procurement process for the health services in scope of integrated out-of-hospital care. Social Care is connected by means of a Service Level Agreement, which is part of the Partnering Agreement. MLCO is the single preferred bidder in the procurement process.

NHS England (NHSE) has launched a national consultation on the draft Integrated Care Partnership (ICP) contract that is intended to underpin local integration of services. The continued existence of barriers such as VAT, the legal challenge and the development and implementation of the national contract model are likely to have an impact on the procurement process and contract award. Meanwhile, MHCC and MLCO are working together to improve services on the ground, pending completion of the procurement process and resolution of national constraints, which are outside the control of the Council and its health partners in Manchester.

A [February 2019 report](#) to Audit Committee describes in more detail the governance and assurance framework in respect of health and social care integration from a Council perspective.

Governance Area: Adults Services Governance

Action 3) Adults Services governance oversight: operational compliance, quality assurance and the transition from Children's to Adults Services provision.

During 2017/18 the Council's Internal Audit Service issued reports in four areas relating to adult services with limited assurance opinions:

- Transition: Children to Adults
- Disability supported accommodation services, Quality Assurance
- Homecare Contracts
- Client Financial Services

Regular detailed update reports have been taken to Audit Committee (22 March 2018, 3 September 2018) to provide assurance relating to actions being taken to address concerns raised in the audit reports. In addition, an Improvement Plan is now in place for Adult Social Care which includes actions identified through internal audits, as well as actions to address wider operational and quality issues.

The Improvement Plan is focused on ensuring the basics are in place for adult social care and to successfully deliver health and social care reform and integration. Key areas of focus in the plan include:

- Ensuring that **processes** are streamlined and consistently managed across the service. This work will align responsibility and decision making to effectively meet people's care needs and maximising the opportunities afforded by the new case management system, LiquidLogic. Collectively this work is critical in ensuring delivery of an improved service delivery and value for money.
- Strengthening the basics of social work **practice** including accountability and management support and appropriate supervision
- Ensuring that appropriate professional standards are in place across the workforce and strengthened **workforce** planning and career pathways
- Securing the appropriate **resources** to stabilise the service, as well as work to design a fit for purpose structure for the future as part of the integrated structure within MLCO.

A brief summary of the governance arrangements in place to provide oversight of this work, and the progress made to date in relation to the specific internal audit actions is included in this report.

Governance oversight and assurance

The improvement plan is being overseen by a Senior Improvement Group, reporting to the MLCO Executive and the Council's Strategic Management Team. The Senior Improvement Group works closely with the Adults Directorate Management Team and Performance Board, which oversees implementation of audit recommendations.

A Health and Social Care Commissioning Group also has oversight over performance and quality of commissioned activity as well as finance and service developments. This has a wide membership across Council relevant services and health partners and includes the Lead Member.

Whilst the audit reports have identified areas of concern, a number of immediate actions have been taken to reduce risks, and actions are planned where issues require greater investment of time and resources. Governance arrangements will continue to provide assurance over progress as deadlines for implementation fall due.

Transitions from Children's to Adults Services

Work looking at the Transition Planning Team (TPT) and its responsiveness to the Care Act 2014 and outcomes for young people and their families began in February 2016. At that time it was understood that the group of young people being referred to the TPT had a far wider set of care and support needs than had traditionally been supported by the TPT. This led to engagement sessions with Children's Social Care, Leaving Care Services, Children's Health commissioners and with parent carers. At the time of the audit report (February 2018) this work continued, however there was a recognition that a systems wide approach to the complex issues that young people, their families and practitioners were facing needed to be taken. And at that time the system was not where it needed to be to engage in sharing responsibility of the young people of the city who were it would be of significant benefit for them to receive support through their transition. The audit provided limited assurance that effective arrangements were in place to support young people transitioning from Children's to Adults' Services. A number of actions have been taken, and are planned in response to the findings. These include:

- Improved engagement with colleagues across the city to inform the future vision and strategy - this included a key workshop with all relevant professionals

- Joint funding of a new Strategic post by Children's and Adult Services to drive forward a plethora of improvement plans
- Extensive engagement and co-production with parent and carers
- A new governance model through a Transition Board and alignment to the Adults Improvement Plan
- Development of detailed linkages between both the Learning Disability and Autism GM strategies and Transition

Our Children living in Manchester are now receiving a health summary as they transition to adulthood. An Adults and Childrens Pathway has been agreed, where all Care Leavers over the age of 18 that may require an adult assessment will be provided with a Care Act Assessment. Training for Independence booklets and a toolkit have been developed and rolled out, with training for Foster carers to support. Further work to support care leavers has also been undertaken:

- The quality of intervention has improved by updating the Pathway Plan to include the Signs of Safety practice model
- Partnership working with the Homelessness Service, RSLs and providers of supported accommodation has taken place. This is proving positive, with no care leavers in emergency accommodation arrangements and the allocations policy has been revised to offer 15 Care Leavers priority access (Band 1). More than 50 arrangements and lettings have been offered to Care Leavers since the pilot began. Soft marketing for supported accommodation has been carried out with Registered Social Landlords with nine properties being provided for care leavers, two of which are termed as Tenancy Starter Training Flats. It is, however recognised that the availability of accommodation is a challenge and there is a significant piece of strategic and commissioning work underway to ensure our care leavers receive the best quality accommodation. All of this work is captured in a project and programme approach that is currently overseen by the care leavers board; ensuring political, strategic and operational alignment.
- There is a new role for the Independent Reviewing Officer service in the first post-18 review of the young person's Pathway Plan to recognise both the short and long-term benefits of employment and training acting as a protective factor for young people.
- The Prince's Trust are developing a project bespoke for care leavers and young people involved in the youth justice service in Manchester. This will include a range of employability and skills courses. In addition, they will focus their work on Not in Education, Employment or Training (NEET) and at risk of being NEET young people - through a purpose developed 'One Stop Shop' hub.

- The 'Mind The Gap' project for eight of our young women has commenced - a six month programme of work designed for women in order to improve their health and emotional wellbeing, employability and Education, Employment and Training (EET) opportunities.
- The service has continued with their 'Aspiration Panel' in which young people are presented to access support from a multi-agency panel for direction and guidance to achieve their desired EET outcome, e.g. a young person discussed at the last panel sought advice around a pathway to becoming a qualified mental health nurse.
- Funding and appointment has been secured for a practitioner to work closely and link in with the North West Business Leaders - with the key priorities being reducing the number of not in employment education and training thus widening the number of employment and training opportunities for our young people.

Quality Assurance - Disability Supported Accommodation Services

The audit gave limited assurance that the Quality Assurance Framework was operating effectively and in accordance with expectations, to support delivery in line with legislation. A number of actions have been taken, and are planned in response to the findings. These include:

- Improved processes around audit allocation, resulting in a more cohesive and consistent approach
- Workshop with partners to streamline and define the quality assurance documentation - documentation has now been streamlined and further defined, and the guidance notes changed to reflect this. The revised documentation was trialled by a number of Support Coordinators during a pilot in December 2018 to test the changes. Following a feedback session, the documentation was further revised, and has now been changed on the intranet and rolled out across the Service. The Guidance Document is more succinct and directly correlates questions to the evidence criteria required, and has details of what the auditor should be looking for and asking.
- Inclusion of further care aspects such as safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards included in the revised document - Duty of Candour, Deprivation of Liberty and Safeguarding questions to assess staff knowledge and understanding of these concepts and legislation have now been incorporated into the audit documentation.
- Improved case file tracking system now in place and embedded as an approach within the service

Homecare Contracts

The limited assurance report on homecare contract governance was issued in March 2018. Planned actions to address these issues were:

- The new model of homecare will start to move the Council away from the 'time and task' model but, initially at least, hours of care will still be the unit of currency used to pay providers and they will continue to submit claims for payment on the basis of hours of care delivered.
- More capacity will be in place to manage the detail of contracts in future, with at least six link managers liaising with homecare providers, and a strengthened team of brokerage and placements officers able to take a much more hands-on approach to ensuring that payments and care are reconciled at an individual and contract level.
- Use of Electronic Call Monitoring is mandatory, meaning we will no longer receive manual invoices.
- Providers will also supply a range of quality, social value and performance information including user satisfaction surveys.
- The procurement process for the new homecare service started in September, with contracts due to be awarded in February 2019, and the new service up and running in May and June 2019. Mobilisation work is underway now and it is expected that new teams will be up and running before the start of the new contract

Client Financial Services (CFS) - Cash Handling

Limited assurance was provided in the December 2017 audit report over the effectiveness of system in place where Appointee Support Officers (ASO) are dealing with customers' cash and the Council act as an Appointee or Deputy. Actions which have been taken to address the issues raised include:

- Two new dedicated Appointeeship Support Officers (ASO) have now been created instead of this being a social worker task, freeing up social work capacity
- Extensive work has taken place by the ASO Manager to develop detailed policies and procedures to ensure that the ASOs, as lone workers, are safe, working to the prescribed Audit recommendations and that they are following key recommendations in relation to cash handling
- Lone working monitoring is now in place for the ASOs so their community location is known at all times and they can summon help in an emergency
- Improved cash receipting procedures now in place and signed off by Audit.

Governance Area: Information systems and governance

Action 4) Improving the resilience of ICT systems, and the Council's arrangements for disaster recovery

Disaster Recovery (DR)

The overall objective of the Data Centre (DC) Programme is to ensure high availability of critical business applications, services and ICT infrastructure, based on the operation of services from two active data centres rather than a 'traditional' model of a primary and backup data centre. This model means that each data centre will always be active and in the event of interruption or disaster at one, the other centre will act as an almost immediate failover solution and thereby ensure that operational services are maintained as far as possible without disruption.

The DC programme is now in the delivery phase and by the beginning of 2020, services are expected to be operating from two separate DR equipped data centres within Manchester that the Council will rent as a managed service facility. The Programme comprises the following three tranches:

- **Core Infrastructure Refresh (delivery phase)** - The Core Infrastructure Refresh Project is progressing well and all of the Council's virtual servers will be running on new technology and the migration of file shares and SAP will be completed by end of summer 2019 in the current Council Data Centre, providing greater resilience prior to the move to the new data centres.
- **Network Design and Implementation (delivery phase)** - The contract has been awarded for the new technical infrastructure and professional services that are required for the new network and connectivity to be delivered to the two data centres. Orders will be placed during February 2019 with works completed by the end of 2019.
- **Data Centre Facilities and Migration (delivery phase)** - This tranche is dependent on network connectivity being in place before the migration of IT services. The migration of services is scheduled to take place from August through to early 2020.

Significant planning and discussions with business colleagues are already underway in order to help minimise operational impact. The programme team has established a Programme Steering Group, chaired by the Chief Information Officer (CIO) which will

oversee all aspects of the programme. The Steering Group reports into the monthly ICT Board and on to Senior Management Team periodically.

Cyber Security

The Council acknowledges the ongoing and increasing risk that is manifested through Cyber Crime, furthermore the Chief Executive and Senior Management Team understand that Cyber Security is a corporate responsibility, and not just an ICT function. The Council continues to invest in its people and technology whilst developing a rigorous approach to Cyber Security, ensuring that appropriate defences are deployed to protect the Council services it provides. Defences are constantly being reviewed and strengthened through a proactive system that includes applying software security patching for identified system security vulnerabilities, and through improved anti-virus and malware protection. Ongoing investment is in place to ensure the corporate estate remains as secure as possible.

ICT continues to strengthen its position around Cyber Security and has recently appointed a new Security & Resilience Manager that reports directly to the Director of ICT. This role has the responsibility for establishing the Cyber Security Strategy for the Council, whilst ensuring all information assets and technologies are adequately protected. Reporting into this new role is the ICT Compliance Manager and the Cyber Security Service Delivery Manager. Other roles within this team include a Senior Security Analyst and a Senior Technical Analyst. An additional development opportunity has been made available to the final technical analyst role within the Cyber team with the individual now enrolled in to a two-year Cyber Security Apprenticeship. The onsite Cyber Security team are further supported and enhanced by our relationship with specialist organisations including Warning, Advice and Reporting Point (WARP), and The National Cyber Security Centre (NCSC). The recently awarded Security Services contract award that was made in 2018. This specialist and local external partner provides subject matter expertise, consultancy and business as usual support.

The Council recognises that one of the biggest risks to the organisation remains with our end-users. It is essential that all staff and Members have access to a standard Cyber Security training programme which will be used to educate all our system users with the minimum cyber security skills. The award winning Training modules consist of engaging eLearning content and user interactions. These short, targeted courses will allow staff to learn through digestible bites of training. These best practice recommendations are not specific to Council systems, but should be used to protect all online user accounts regardless of the location both in the work and personal environments. Additionally, this platform will also deliver ICT policy management acceptance and compliance, whilst also

providing the ability to test our own users with sample 'phishing' emails. The training suite will be coupled with a management system which will allow tracking and reporting on levels of uptake and can force users to undertake training, policy reading and acceptance before being allowed to logon if required.

Action 5) Improving information management, and preparing for the introduction of the EU General Data Protection Regulation.

As detailed in last year's AGS, all organisations which handle personal data have to comply with the EU General Data Protection Regulation (GDPR). The GDPR came into force on 25 May 2018, and is the biggest change to Data Protection law in over 20 years.

Whilst the fundamental principles of data protection remain largely unchanged, the GDPR introduces a more enhanced data protection regime. It brings a 21st century modernising approach to the processing of personal data in the digital age, imposing new obligations on data controllers, such as the Council (and for the first time) data processors (persons who handle information under outsourcing arrangements) as well as expanding the rights individuals have over the use of their personal information impacting people, processes and technology across all business functions.

A key change requires organisations to show compliance through existence of policies, procedures and staff training, and be able to demonstrate how in each case it has complied with GDPR requirements. It requires accountability at Board level evidencing a 'whole system' ethos in the way the organisation protects, governs and knows its data; adopting a 'privacy by design' and 'privacy by default' approach.

The GDPR has introduced a new duty on all organisations to record all data breaches, and to report data breaches that are likely to result in a risk to individuals to the Information Commissioner's Office (ICO) within 72 hours of becoming aware of the breach. If there is a high risk to the individual there is also a requirement to notify the individual without undue delay.

Governance and compliance monitoring

To ensure that the Council is compliant with the GDPR, an intensive work programme led by an interdisciplinary team of officers has been carried out supported by a project manager. The project has been supported at a senior level across the Council, with regular reporting to the City Solicitor who is the Council's Senior Information Risk Owner (SIRO), the Council's Corporate Information Assurance Risk Group (CIARG), Departmental SIROs (DSIROs) and the Council's Strategic Management Team (SMT).

The Council has built on existing practices and procedures to ensure staff are aware of the need to take care when handling personal data and what constitutes a data breach. The Council's data breach management procedures use a directorate based model. Awareness regarding GDPR requirements including data breaches has been raised by a variety of measures such as a 'Golden Rules' communications campaign. As at July 2018 92% of staff with ICT access had completed the Council's Information Governance e-learning module. Arrangements have been made for training staff who do not have ICT access. Deputy DSIROs have received face to face training on data breach handling.

The Information Governance e-learning module has been made available to all Councillors and all Councillors have been sent a GDPR Guide on processing personal information as data controllers in respect of constituency work.

As required by GDPR the Council has appointed a Data Protection Officer (DPO). One of the main tasks of this role is to monitor the organisation's compliance with the GDPR, and the Council's data protection policies. The Council's DPO is consulted in relation to all data breaches and as part of his role makes recommendations to CIARG and DSIROs, to ensure lessons are learnt across the Council.

Next steps

The Council's rating using the ICO's data controller online GDPR self-assessment tool is 'overall green'. The main focus now is to fully embed the new requirements. This will be an ongoing programme. A Phase 2 of the GDPR plan has been drawn up. It includes supporting Deputy DSIROs in their role, embedding Data Privacy Impact Assessments, and ensuring appropriate processes are in place for data sharing and data processing. Central to this is the Phase 2 Communications Plan which is anticipated to be discussed at CIARG in February 2019.

Freedom of Information, and Data Protection Subject Access Requests

Work to improve speed of response to Freedom of Information (FOI) and Subject Access Requests (SARs) is, as previously, led by DSIROs and Heads of Service. Performance Reports continue to be considered at each CIARG meeting. The target for responding to requests within the statutory deadline (in line with ICO expectations) is 90%. In the year to date (April to December 2018) the Council received 1921 FOI requests. Of the requests responded to within this period, 81% were responded to on time. The Council received 651 SARs during this period (excluding disclosure requests). Of the requests responded to within this period 88% of requests were responded to on time.

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

Changes to Local Government Finance system

The wider changes affecting business rates and funding reform will come into effect from 2020. The impact of these is, as yet, unknown. Similarly, with BREXIT negotiations ongoing and the increasing potential for a 'no deal', there is further uncertainty on future funding and service demand.

2019/20 is the last year in the four-year settlement 2016/17 - 2019/20, however there are a number of unknowns which may impact including the roll out of welfare reforms and the outcome of BREXIT negotiations.

From 2020/21, there will be significant changes to Local Government financing which includes:

- New Spending Review period starts 2020/21 – Reports Summer 2019.
- Funding formula for allocating funding to local authorities is changing. Reports Summer 2019.
- Changes to how business rates are managed – currently the Council retains 100% of growth generated during the valuation period, although this is then lost at reset of base. Currently Government is generally seeking a move to 75% retention.
- Business rates income is very volatile and difficult to predict, particularly due to the number and scale of appeals and the lack of information following the move to the Check, Challenge and Appeal process
- Potential changes to funding for adult social care with the Green Paper expected in spring 2019.

The Council is engaging with central government and other interested bodies through formal consultation responses and working groups to ensure the impact of the potential changes on local government, and particularly cities is recognised. This includes responding to the Local Government Association green paper for adult social care and wellbeing, technical provisional settlement consultation response and numerous Fair Funding and Business Rates redesign workshops and consultations as well as contributing to papers considered by the Fair Funding Technical working group.

In relation to Business Rates Reform Manchester has been involved in a number of schemes to maximise the resource available in the region including the creation of a Business Rates Pool across Greater Manchester (GM) and Cheshire, the Business Rates

Growth Retention Scheme 2015 and a three year 100% retention pilot from April 2017 to March 2020. A response to a consultation on further reform of the system from 2020/21 was submitted in February 2019.

The review of relative need and resources will propose an updated formula for distributing funds across Local Authorities, this is welcome as the data in the current formula has not been updated since 2013/14. Government have now published the second of several formal consultations on this and aim to implement the findings of the review in 2020-21. The Council is working closely with the Ministry of Housing, Communities and Local Government (MHCLG), Local Government Association (LGA) and other Local Authorities (particularly Core Cities) to ensure the circumstances of metropolitan cities are represented in the review, specifically in relation to the impact of deprivation on need to spend. Detailed responses will be submitted for all relevant consultations and representations made where possible. The Council have recently made a representation on the impact of density of spend, to the Fair Funding Technical working group which is chaired by MHCLG and LGA and submitting a response on this latest consultation by 22 February.

Delivery of continued significant savings

SMT consider the progress against the 2018-20 savings at their monthly budget meeting and updates are provided monthly to Executive Members. Resources and Governance Scrutiny Committee and Executive meetings in October 2018 received a report on the detailed monitoring position, including the forecast achievement of savings and Executive received further updates in December and February.

The approved savings target is £25.482m for 2018/19 and £9.022m for 2019/20. Following a number of years of budget cuts, these represent challenging savings and their delivery is regularly monitored. A summary of the updated 2018/19 savings position is set out below.

	Savings Target 2018/19					
	Green	Amber	Red	Total	Non recurrent / Investment	Net Total as per MTFP
	£000	£000	£000	£000	£000	£000
Children's Services	3,670	373	7,381	11,424	(741)	10,683
Adults and Social Care	2,068	2,200	5,366	9,634	(1,115)	8,519
Corporate Core	2,312	633	0	2,945	0	2,945
Neighbourhoods	2,950	385	0	3,335	0	3,335
Strategic Development	0	0	0	0	0	0
Total Budget Savings	11,000	3,591	12,747	27,338	(1,856)	25,482

The key areas of concern are those savings targets that have been rated as high risk or 'red'; the reported position assumes these will not be achieved in 2018/19. The main reasons are:

Children's Services £7.381m: Residential placements reduction £2.797m and External Fostering £2.934m, residential preferred supplier agreement £1m, External Foster care, new North West Framework £0.650m. Non-recurrent/Investment of £0.741m to increase internal foster care numbers and conversions from external foster care.

Adults and Social Care - £5.366m – Reablement £0.810m risk that the model will not have the impact on savings; Assistive Technology £2.159m risk due to the delay in development of the model and mobilisation of the service; High Impact Primary Care £213k requires savings from Residential, Homecare and Social Work to realise savings; Prevention £0.834m due to the delay of recruitment; Strength based support planning £0.600m as the implementation plan is not yet in place; low cost placements £250k due to delay in development of the model and procurements requirements; Contract review £0.500m plan in place but contract savings for 2018/19 not identified; Non-recurrent/Investment of £1.115m reduced the savings requirement, these include savings

made in 2017/18 on minor schemes of £0.595m and Adult Social Care grant of £250k, with a further £270k investment on Assistive Technology.

In 2018/19 an overspend of c£1.1m is reported, which reflects pressures being experienced nationally, particularly in Children's Social Care. The overall position has improved significantly from the previously reported overspend of £13.7m following the development of Budget Recovery Plans to address the position. All Directorates are continuing to work towards greater efficiencies and accelerating savings where possible in order to ensure the delivery of the Medium Term Financial Plan (MTFP) is not undermined.

The 2018/19 budget process identified £9.022m of savings and budget reductions to be delivered in 2019/20. As part of the 2019/20 budget process these have been reviewed and replaced where appropriate and further £5.776m of recovery plan savings have been agreed bringing the total required to £14.798m. These are summarised in the table below.

Updated Savings and Budget Delivery Plans

	2019/20		
	Approved Savings	Recovery Savings	Total
	£000	£000	£000
Adults Social Care	18	1,975	1,993
Homelessness	0	440	440
Children and Education Services	2,269	776	3,045
Corporate Core	2,160	1,189	3,349
Neighbourhoods	4,575	376	4,951
Strategic Development	0	1,020	1,020
Total Savings identified	9,022	5,776	14,798

Detailed work will now begin on the budget requirements for 2020/21 and beyond. This is in the context of considerable changes to Local Government Funding including the outcome of the Spending Review, changes to how local government funding is distributed,

changes to the Business Rates Retention scheme, and the Green Paper on the future of Adult Social Care funding and interaction with the NHS 10-year plan. Due to the timescales for calculating and consulting on the above changes the level level of funding to be made available by the government is not expected to be known until Autumn 2019 therefore it is very difficult to plan with any certainty. Initial very high level work has led to an estimated budget gap for the council in the region of £75m by 2025 therefore discussions are starting on the next round of planned reductions.

Governance Area: Programme and Project Governance and Delivery

Action 7) Ensure robust governance and delivery of the new five-year Capital Programme Strategy, including major infrastructure projects across Highways and Strategic Development

Capital Programmes

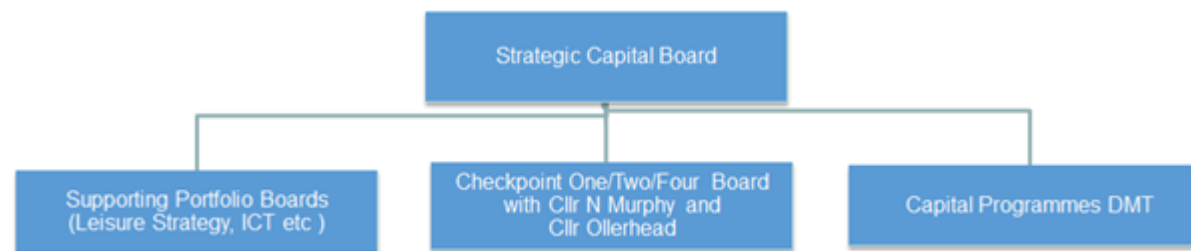
The Capital Strategy was revised as part of establishing the Capital Programme approved by Executive at its meeting on 7 February 2018. The Strategy is a long term rolling programme covering five years providing planned investment to define Manchester as an attractive place to live and further improve the quality of life for its residents; to increase their overall social and economic prospects and enable them to fully participate in the life of the City. Important to the delivery of these aspirations will be:

- to support, promote and drive the role and continuing growth of the city as a major regional, national and international economic driver; as the main focus for employment growth through a strengthening and diversification of its economic base and through the efficient use of land;
- to support investment in transport infrastructure the City Centre which will lay the foundations for continuing success by ‘future proofing’ the city’s transport infrastructure including; the Second City Crossing, The Northern Hub, Cross City, Bus Corridor and the redevelopment of Victoria Station;
- to drive forward the Council’s Residential Growth Strategy and associated policy frameworks such as Housing Affordability and the Residential Quality Guidance, all of which seek to provide the city with an expanded, diverse, high quality housing offer that is attractive to and helps retain economically active residents in the city, ensuring that the growth is in sustainable locations supported by local services, good public transport infrastructure, and core lifestyle assets such as parks, other green and blue infrastructure, and leisure facilities. This will include maximising the opportunities through Manchester Place,

Manchester Life and the Housing Investment Fund and to be able to react flexibly to deliver an attractive housing offer for the City;

- to deliver a Schools Capital Programme that will support new and expanded high quality primary and secondary school facilities for a growing population;
- to support businesses and residents to create thriving district centres with appropriate retail, amenities and public service offer; and
- to continue to promote investment to secure an internationally competitive cultural and sporting offer and sustaining core lifestyle assets such as parks, leisure facilities and libraries within the City.

The governance structure is summarised in the following chart and detailed in the paragraphs which follow:



The Strategic Capital Board, chaired by the Deputy Chief Executive and City Treasurer and with a membership consisting of the main portfolio leads (Directors) together with representatives from Capital Programmes, Finance and Legal Services has been established to ensure that all capital projects meet the strategic priorities of the Council, provide value for money, and have effective risk management in place regarding cost and delivery. The terms of reference for the Board include:

- To provide the strategic framework for the development and delivery of the Capital Strategy
- To be responsible for ensuring the effective implementation, operation and review of the Checkpoint process that oversees the investment lifecycle from project pipeline to post completion review, including approving schemes to progress at relevant Checkpoints subject to conditions being met.
- To review and consider the pipeline of projects prior to Checkpoint 1, as proposed by Portfolio Boards and confirm agreement to progress through approval process.

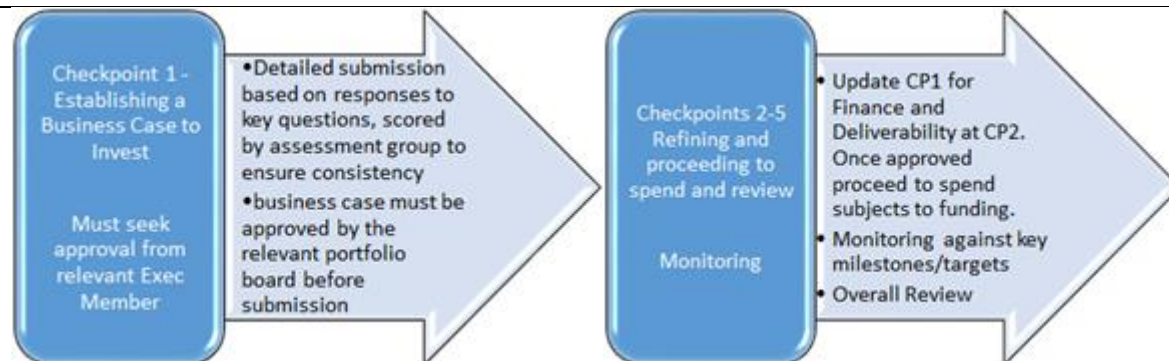
- To consider and agree fast tracking of approvals where conditions met.
- To receive and approve requests for feasibility funding subject to conditions being met.
- Ensure accountability for the delivery of the agreed capital programme to time, outcome, quality and cost; and ensure reviews against project plans at regular milestones
- To review, as a minimum, the top ten risk concerns identified within the capital programme and ensure relevant actions in place to mitigate
- Continually review the longer term capital investment strategy with regard to allocation and reprioritisation of resources for recommendations to Executive.
- Support the delivery functions in Highways and Capital Programmes to achieve excellence and provide an effective delivery and management function

Over the last 12 months, the Board has reviewed all new capital projects and has provided support and challenge to these as required, and has continuously reviewed the existing capital programme. The Board has completed a review of the new capital approval process, and is introducing measures to strengthen governance particularly regarding the role of Directorate Boards in capital decision making, and the use of the Register of Key Decisions.

The Board reviewed the information provided to committees regarding the progress of the capital programme and has made fundamental changes to the monitoring reports to widen their scope to provide information on key milestones, finance, project outcomes including social value and risk. It is recognised that this will continue to be developed, alongside further system improvements as outlined in the paragraphs below.

The Strategic Capital Board is underpinned by a number of Portfolio Boards covering the main areas of the capital programme to ensure that there is detailed oversight of submissions and ongoing monitoring of spend and outcomes, with course correction as required.

The business cases for investment approval which are presented to the Strategic Capital Board are progressed through a checkpoint process before spend can commence with Senior Member oversight and sign off at Checkpoints 1 (initial business case), Checkpoint 2 (detailed business case) and, as appropriate, Checkpoint 4 (approval to spend). There are five Checkpoints and Checkpoint 3 confirms the funding approvals, whilst Checkpoint 5 is project review to confirm outcomes and lessons learnt including best practice.



Work is underway to create a technological solution to the management of capital projects, from project inception to completion. The aim of this is to streamline the approval process, to provide a clear governance process and documentation for project decision making, and to support project officers in their delivery of the works. This will also include the detailing of the financial position both in terms of budget, actual spend and any changes.

Future reviews of the capital approval process, to ensure it is robust and appropriate for all capital projects, will be undertaken as a matter of course. Further work is required to strengthen the monitoring of benefits realisation for capital projects and ensure that good practice is embedded, including learning from elsewhere within the capital programme. Work is currently being completed to review the business case format, to provide greater focus on governance and outcomes.

Further work is also required to clearly set out the pipeline of projects, particularly in a time of constrained resources in order that investment decisions reflect any prioritisation requirements.

This strengthens the governance arrangements through ensuring transparency of the investment decision making process, through a clear Governance structure of an overarching Strategic Capital Board which is underpinned by a number of portfolio boards. The business cases are in a standard format, and are submitted to the Strategic Capital Board (and the portfolio boards beforehand) to provide a clear audit trail in support of investment decisions; and these can be called upon to support the Key Decision process. All business cases must have Executive Member support before progressing.

Highways

The Highways Improvement Board was established in September 2018, the board is chaired by the Deputy Chief Executive and attended by SMT members and Senior Officers. The Improvement Board is a further mechanism to monitor and track progress. The Director of Operations (Highways) is leading a service wide review of governance arrangements reporting to the Highways Improvement Board. The review will look to consolidate existing, and propose new governance arrangements to ensure proper engagement with the Executive Member, the Chief Executive and key stakeholders such as TfGM.

The service have also provided regular updates on progress and activity to the Executive and various Scrutiny Committee Meetings during 2018.

The Head of Design, Commissioning and PMO is now firmly established, within the team having joined the Council in July 2018. This has resulted in significant progress in strengthening the governance and reporting arrangements for the Highway Capital Programme. The Head of Design, Commissioning and PMO is leading the development of the Programme Management Office (PMO) supported by an experienced interim resource. The work is now underway to develop the function and introduce the reporting tools and collateral needed to track, monitor and provide assurance

The Head of Design, Commissioning and PMO has also undertaken a further review of capacity and has successfully recruited a number of temporary resources to ensure the continued delivery of the capital programme. Project board meetings for each major project, and regular project review and finance meetings to monitor and manage progress have now been introduced.

A new five-year programme is currently being finalised that builds on projects already in progress, that will inform how the service can make the appropriate contribution towards the delivery of the Greater Manchester Transport Strategy 2040. The programme has also been discussed with the Strategic Capital Board, as part of their governance.

Strategic Development

The Strategic Development function of the Council takes the lead in the development and implementation of proposals that will deliver major residential, commercial and cultural initiatives.

The Portfolio Boards which govern projects have been strengthened, with a consistent approach mapped back into the Strategic Capital board. Comprehensive monthly reporting of actual performance and forecasting of expected spend, activity and outcomes including re-profiling where appropriate is undertaken. This identifies progress against key deliverables in line with the Checkpoint business cases. It includes an analysis of the variance from forecasted position and identifies the impact assessment against the outputs.

A programme level Risk Register and tracker is reported alongside the monthly reporting to identify any changes in the risk profile and flag early warnings which need to be resolved. These reports are overseen by the Senior Responsible Owner (SRO) for each capital project, prior to submission.

There is a forecasting protocol to capture future Checkpoint and Business Case submissions against the Capital Programme Strategy. This is aligned with the monthly returns for committed projects outlined above. The strategic fit of potential future projects is measured against the Council's priorities within the Directorate prior to being taken forward to Capital Strategy board.

To make the service more agile a streamlined approach to small increases to capital spend or minor projects would mitigate some risks associated with projects and holding assets. The team is continuing to work with Capital Projects, to explore whether this can be achieved.

Action 8) Develop, design and deliver the Our Town Hall (OTH) refurbishment project to time, cost and quality standards.

Manchester Town Hall, which opened on 13 September 1877, is an internationally significant landmark and Manchester's greatest cultural and civic asset, which makes a significant contribution not only to the heritage but also to the identity of the City. The Town Hall, whilst structurally sound, is now seriously showing its age with many elements reaching the end of their natural lifespan. It was agreed that significant refurbishment is required to rectify the identified defects, and to protect the building for the benefit of future generations of Mancunians.

At its meeting in November 2016 Executive approved a report recommending the full refurbishment and upgrade to modern standards and partial restoration of the Town Hall. A further report considered by Executive on 8 March 2017 provided progress on the procurement of the design team and the assembling of the project team to maintain the momentum of the project to keep to the agreed work programme and timelines.

A report was delivered to full Council in July 2018 on the progress with Royal Institute of British Architects (RIBA) Stage 2 (Concept Design), including proposals for the design of Albert Square, and the closure of three sides of the Square to traffic. The project is approximately 75% through RIBA Stage 3 (Developed Design), and completion of Stage 3 is scheduled for the end of March 2019.

Governance and Risk Management

The project is overseen by a Strategic Board which is chaired by the Deputy Leader and which includes the Leader, Lead Member for Finance and Human Resources, Chief Executive, City Treasurer and City Solicitor.

A robust governance structure is in place for the OTH project, which was updated and signed off by the Strategic Board in August 2018. A schedule of delegated authorities was agreed in accordance with the Council's constitution, and the project calendar has been updated to reflect a routine cycle of reporting that is based on a four weekly flow of information upwards from the project into the governance structure.

The governance plan will ensure that the project proceeds within the cost, time and quality parameters, which will be signed-off at each stage end. This will deliver progressive cost and outcome certainty as design solutions are developed.

Regular reports are produced on performance, risk and finances. A Strategic Risk Register is monitored by the Strategic Board. The Risk Register identifies potential impact of, and mitigation strategies for, the identified risks.

The project has been the subject of two internal audits, the details of which are:

- Change Control, Monitoring and Use of Contingencies, Decision-making and Monitoring of Key Project Decisions. The auditor was able to provide substantial assurance (December 2018).
- Decant and disposal of Town Hall Portable Heritage Assets. The auditor was able to provide moderate assurance (January 2019), and recommended that, for the period beyond completion of the OTH project, proposals be developed and agreed for the future long-term storage of furniture that will not form part of the Town Hall collection, and for the staffing arrangements for curatorial care.

Actions plans have been agreed with the auditors, with planned completion dates in each case.

Progress Reporting

Publicly available detailed progress reports are regularly provided through the governance structure described above, and as required, reports are provided to Resources and Governance Scrutiny Committee and Council Executive at critical project milestones (such as appointment of the management contractor).

Previously, progress reports have been requested by Resource & Governance Scrutiny Committee on decant, communications activity, social value being achieved, design activity and the procurement of the management contractor.

A detailed report on the progress with the appointment of the Management Contractor was submitted to Resource and Governance Scrutiny Committee in September 2018, and final reports on the procurement were submitted to Resource and Governance Scrutiny Committee, and Council Executive in December 2018.

The Ethical Procurement Sub Group of the Resources and Governance Scrutiny Committee has identified the Our Town Hall Project as one of the projects it wishes to focus on in looking at maximising social value, and regular reports are submitted to this sub group. It is proposed that a report will be submitted to Executive at the conclusion of the management contractor procurement.

Procurement and Recruitment of the Project Team

The core consultant team was appointed in 2017, and is periodically reviewed to ensure that further additional specialist advice is obtained as required. The team currently comprises in addition to the core team, a buildability consultant, fire engineer, acoustician, security strategy consultant, planning consultant and creative producer.

Lendlease Construction was appointed as management contractor in January 2019. Following expiry of the Alcatel standstill period on 4 January, the management contractor's core staff mobilised into the co-located project office during January.

Moving out of the Town Hall

The decant of Council services completed in November 2018, with the relocation of the Coroner's Service into Royal Exchange. The building is therefore currently occupied only by the project team.

The removal of the first phase of the Portable Heritage Assets has now concluded (artworks and heritage furniture).

Communications and Engagement

An engagement strategy and plan, has been developed, which is intrinsically aligned to the communications strategy. It is recognised that engagement activities for the project will be varied and will need to develop over time, but immediate actions identified include:

- Acting as the “Front Door” to the Town Hall;
- Management of enquiries about the programme;
- Management of volunteer opportunities for the project;
- Engagement with neighbouring residents and businesses;
- Establishing links with the Education sector, to develop an historical, civic pride, and potential employment and apprenticeship opportunities; and
- To educate on the history of the building, the political importance, the artistry and the future legacy for Manchester’s young people.

The project was featured on BBC North West Tonight on 10 January 2019, with a focus on a behind-the-scenes look at progress with the intrusive surveys and some of the lesser known back of house spaces.

Governance Area: Commissioning, Procurement and Contract Management

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

In February 2018, the Council’s SMT endorsed the work plan and priorities for the commissioning and contract management improvement programme. The work plan builds on existing strengths as well as addressing weaknesses identified in previous reviews and audit reports (including the January 2018 report to Audit Committee). The key points were:

- Strategic governance and oversight of contracts was limited, hampered by inconsistent and, in places, incomplete reporting of contract data and performance;
- Contract management processes and systems were inconsistent and prone to failure;
- Basic standards for monitoring performance were not always being followed;
- Staff and managers wanted more opportunities to develop commercial and contract skills;
- The contract design stage needed a greater emphasis on how the contract will be managed, both in terms of establishing well-designed KPIs that align with the outcome goals of the contract, and practically in how the supplier relationship will be managed;
- Social value could be insufficient or lacking in specifications and in contract monitoring.

A detailed [report on progress](#) went to Audit Committee in November 2018. In summary, a great deal has been achieved, with notable progress on completion and analysis of contract registers, on the development of standard products and processes, and growing awareness and tools for monitoring social value in contract delivery. However, the scale and complexity of the challenge should not be underestimated, given the number, value and variety of external contracts, the Council's ambition for delivering for Manchester residents, and the pressing need to maximise value for money.

Ensuring effective strategic oversight and governance

Contract registers are in place across the directorates, providing the foundation for improved grip on contract performance and spend. However, accuracy and usage are variable: on the plus side, in some directorates, the contract register is being used as a key reference document, as the basis for forward planning of commissioning and procurement activity; for tracking performance; all contracts are assessed for criticality (Gold, Silver, Bronze) and current performance (RAG); and Directorate Management Teams (DMTs) are planning and tracking performance regularly (quarterly). In other directorates, the accuracy of contract register has slipped, owing to resourcing problems; advance planning is not in place, with high numbers of waivers and extensions; and DMTs are not fully engaged in planning commissioning and procurement, and tracking performance of contracts. DMTs have been invited to make this a priority for 2019/20.

The Commercial Board is taking a more active approach to senior oversight, and SMT in February conducted its first review of dashboards, summarising key data such as number of contracts, contract spend, number of contracts procured under a waiver to tender, activity, performance and contract breaches. The new accountability arrangements for approvals and to strengthen the pre-tender and tender stages are in place, and being communicated across the Council. The team is working with Manchester Health and Care Commissioning and the Local Care Organisation on the future management of council-funded social care contracts.

Processes and systems

Following a series of workshops with practitioners, standard processes now exist for commissioning and contract management. Implementation is not yet consistent across the Council. Discussions are under way with MHCC and MLCO about appropriate processes and systems for governance for Council-funded contracts.

Improved ICT systems and capability are required to support contract management, and is part of the ICT investment plan. Work started in April 2018 on requirements; design and procurement is due in quarter four of 2018/19 (delayed from quarter one), and implementation is due in the 2019/20 financial year.

Resourcing, skills and capability

Work is underway to raise the prominence of contract management as a career and improve staff skills and capability. Since October, there have been dedicated sessions on financial and contract management on the Our Manchester Leadership and Raising the Bar programmes; these have been well received. In addition, the Council is designing an e-learning course for contract management, to be ready this spring (delayed from autumn, owing to prioritisation of the topics for the e-learning programme).

Social Value

Commissioning for and monitoring delivery of Social Value has been included in all the new contract management standards and tools, and a Social Value Toolkit for Commissioners was launched in March 2018. To strengthen delivery of commitments in contracts, officers are focusing on ensuring that Social Value and its monitoring is explicitly covered early on, at the commissioning and pre-tender stages, and later, at the tender stage; and closely monitoring the delivery of social value once contracts are live. The approach was set out in the [Report on use of Social Value KPIs](#) for the Ethical Procurement Sub Group meeting in November 2018.

At full Council meeting in July 2018, the Council ratified the charter on modern slavery, noted that Councils have an important role to play in ensuring their contracts and supplies do not contribute to modern day slavery and exploitation, and committed the Council to a series of actions. The [Report on Modern Slavery](#) for the Resource and Governance Scrutiny Committee meeting in January 2019 set out the current position in relation to each of these ten actions, and proposed next steps.

Looking ahead

The priorities for the next six months remain the delivery of the improvement programme, with particular focus on (i) sustaining the progress that has been made; (ii) supporting Directorate Management Teams and SMT in the forward pipeline of commissions and contracts; and (iii) raising staff skills and capabilities, and facilitate cultural change. Work is underway on a communications

programme to ensure all staff are aware of their contract and commissioning responsibilities. This is a long-term improvement programme, and there remains much to be done.

Governance Area: Schools and Education

Action 10) Maintaining a strategic leadership role for the Council in the context of changing national policy in relation to schools, including changes to the school funding formula, and the reducing role of local authorities. Via partnership working, support schools to deliver a good or better level of education and learning, including improvement of quality of secondary school provision and outcomes.

The Council has undertaken a wide range of activities, and maintained and developed relationships in support of this action:

- A peer review was completed in December 2018 involving 2 other GM Local Authorities (Bury and Bolton) which looked at the effectiveness of Manchester's approach to Quality assurance of schools in supporting a Self Improving School System. The outcomes of the review were very positive; identified strengths and areas for further development.
- Continued strategic engagement with the school system through the Strategic Education Partnership Board.
- Continued partnership with Manchester Schools' Alliance (of which the Council is a member), with all major headteacher groups now incorporated into the Alliance. This Alliance reports to the Strategic Education Partnership Board on its programme to support developing practice across all types of school.
- Continued representation from Director of Education at all termly strategic headteacher groups to provide information, discussion of priorities and collaborate on ways forward. The Director of Children's Services promotes all agencies working together to improve the lives, opportunities and outcomes for young people.
- Continued coordination and facilitation of networks of key leaders from all schools to ensure flow of information and strategic intention from national government, local government, regional work and across the school system.
- Continued engagement with the school system regarding allocation and management of Dedicated Schools Grant (DSG) through the Schools' Forum.
- Annual meeting between Director of Education, senior Education officers and each Trust operating in the city to support strategic planning.

- Embed and further develop the role of Manchester School Improvement Partnership to ensure that all teaching schools and National Leaders of Education based in the city are effectively deployed to support school improvement.
- Work with school leaders to ensure that there is better coordination and understanding about the role of school representatives on different strategic boards and steering groups, and strengthening school representation on the Children's Board.
- Implementation of school governor strategy including recruitment of LA governors and termly briefings for Chairs of Governing Boards.
- Sustained quality assurance relationship with the vast majority of schools in the city, including academies and free schools, to provide the Council with a knowledge of schools and to provide the basis of relationships through which the role of schools has continued to develop. This includes development of Support and Challenge boards for schools.
- Development and dissemination in September 2019 of a 'Welcome to Manchester' pack for all headteachers which provides information on the whole schools system and offer from the Council.
- Considerable direct activity with schools in support of meeting the need for additional places, including local schools and multi academy trusts agreeing to expand and develop free school proposals in response to Council requests.
- Work with the Department for Education's (DfE) Regional Schools Commissioner, other parts of the DfE and OFSTED to place the Council at the heart of discussions about performance, capacity and growth in academy and free schools in the city.

Governance Area: Communication of Policy and Procedure

Action 11) Continued improvement of governance and communication of workforce policy and associated guidance, including embedding new ways of working. This includes ensuring strong messages around compliance and accountability, and a planned programme of work to identify and tackle areas of non-compliance.

There are a number of projects in progress that modernise the way we work, focusing clear role accountabilities and automation in order to drive upward compliance levels. Examples of these initiatives are detailed below:

Induction

The induction process content has been updated, for the inductions of both new staff and managers. The updated process ensures that during induction officers are introduced to key policies and procedures, including those related to HR, Health, Safety and Welfare, Finance and Governance. The process will also outline the key priorities of the Council and the behaviours required of officers, related policy, and how this supports the Our Manchester Strategy. New starters will receive a starter booklet explaining other elements to their employment, such as flexible working; pensions; equality, diversity & inclusion; and information on our union representation. A video has also been created to provide new starters with an overview of the democracy of the Council and its decision making process. The new approach will go live before the end of the 2018/19 financial year.

Leadership Development

The Raising the Bar Programme continues to assist the development of managers up to Grade 9 ensuring that they have the knowledge, skills and behaviours to deliver Manchester's ambitious targets. For managers Grade 10 and above the Our Manchester Leadership Programme (OMLP) is providing a programme of enhanced leadership development. Currently over 50% of leaders and managers have engaged in these programmes.

Each of the programmes cover key issues, which include people, policy, health, safety and welfare management and mental health awareness. A recent addition launched from October 2018 is a financial management and commissioning module, which seeks to improve awareness and understanding of these key topic for managers. These courses explore both the behaviours required of Manchester managers, and how this links with successful delivery of the Our Manchester Strategy.

An additional Public Service Management module will be added to the Our Manchester Leadership Programme before the end of this financial year, which will focus on the accountable leader in the modern public sector, exploring themes around the changing nature of leadership in public services and the expectations of citizens. Delegates will examine what it means to be innovative and entrepreneurial, with public service values at the heart. The module will cover the following key areas:

- Public service leadership for the 21st century
- Principles of good governance
- Personal leadership
- Real life challenges and dilemmas

Communications

Channel development is a key part of the internal communications and engagement strategy 2018/19. The new internal communications team will drive forward further developments with more emphasis on insight, engagement, planning and performance.

The initial focus will be on launching a new look and feel for internal communications in 2019, starting with the core staff broadcasts. This report includes a suggested approach for the launch and proposals to further improve the three electronic broadcasts;

The Buzz – a dedicated channel for Chief Executive Joanne Roney OBE to connect with staff in an informative and engaging way. This channel showcases how the vision and priorities of the Council are being put into action, through the eyes of its most senior officer.

Team Talk – a dedicated channel for all managers. This broadcast provides a platform to share good practice, build relationships and equip managers with the tools they need to support their teams and succeed in their managerial role. Managers are encouraged to contribute stories, guest-edit and suggest ideas for each issue.

The Forum – an all-staff broadcast designed to include something for everyone, including the latest news, employee stories, events, and opportunities to get involved in shaping the future. As this is an employee-led channel, all staff are invited to contribute and help shape its content.

The aim is for the new-style broadcasts to be recognised as credible channels of communication that are valued by all members of staff due to their engaging nature. As part of the new approach to internal communications, the Council will ensure that the broadcasts are used in the most effective way and in conjunction with other channels so that communications and engagement activity is coordinated.

Our Ways of Working (OWOW)

Our Ways of Working (OWOW) is a programme of work focused on helping to achieve the Our People ambition through improving flexible working options for our employees, complemented by the right technology and office space. So far the programme has been communicated across the organisation and continues to focus on new ways of working, allowing services to tailor how they work to provide a professional and flexible offer, which works for the services and individuals. A new intranet site is in development to provide

employees and managers with all the tools, guidance and support for them to work more flexibly both as an individual and as a service. A revised flexible working policy framework and supporting guidance are also in development to help simplify this approach.

Recruitment and selection

Launched in October 2018 as part of the autumn update is the new Recruitment and Selection policy and guidance which encourages managers to 'Hire with their Head', tailoring the recruitment process to their roles and services to get the best possible candidates in a way which is fair, inclusive and consistent across the organisation. Alongside the policy, a new intranet site has been developed covering each area of the recruitment process and a mandatory e-learning course has been developed and launched to improve understanding of key areas such as equality considerations. The policy, guidance and e-learning provides consistent content which links recruitment to the Our Manchester Strategy and Our Manchester Behaviours when recruiting. Since October, 540 managers have completed the e-learning course. We are continuing to communicate with managers across the Council to increase the proportion of those who have completed training using the rebranded communication channels.

Using Workforce Intelligence

The Workforce Assurance dashboards allow HR to highlight key areas of risk to the organisation at both service and directorate levels on a quarterly basis. The range of measures included make it easy to evaluate the wider impact of service level changes: for example, the knock-on effect of high levels of turnover on staff engagement, sickness levels, agency spend and overtime usage. The dashboards have further assisted in monitoring performance against the Budget Recovery Action Plans.

The dashboards enable corporate responses to Council-wide issues: for example, one of the areas of poor performance highlighted in the dashboard was manager compliance with the Management of Attendance policy (particularly around managers recording Return to Work (RTW) interviews; and holding Attendance Monitoring Review meetings for staff who have hit an absence trigger). The RTW compliance rate in the Q3 2017/18 Dashboard was at 79% Council wide with the lowest performing directorate having a compliance rate of 55%. To address this, reminders were built into SAP to prompt managers when they had outstanding tasks of this type. The impact of the reminders has resulted in direct improvements for these metrics, which are then reported in subsequent dashboards. The Q3 2018/19 dashboard is now showing a Council wide compliance rate of 89%, with the lowest performing directorate having a compliance rate of 78%.

7. Action Plan: Governance Challenges for 2019/20 Onwards

The review of governance arrangements has identified eleven main areas where the Council will need to focus its efforts during 2019/20, to address changing circumstances and challenges identified. These are set out in the action plan below. Completion or substantial progress against these objectives is due by the end of the financial year, in March 2020.

Action	What action is to be addressed	Who is responsible for delivery	
		SMT Leads	Directors or Heads of Service
1	Continuing progress with embedding Our Manchester priorities, behaviours and approach across all aspects of service delivery, ensuring that staff develop the skills and behaviours articulated in the 'Our People' Strategy, including effective implementation of workforce plans. Supporting Services to move from 'early' and 'developing,' to 'maturing' and 'mature' in the Our Manchester Self-Assessment. Continuing to develop leadership and management capacity and capability.	Deputy Chief Executive & City Treasurer, City Solicitor	Director of HROD, Director of Strategic Communications.
2	Supporting the integration of health and social care by ensuring effective governance of integrated teams, including operation of the MHCC commissioning function, and implementation of the Local Care Organisation (LCO)	Director of Adult Social Services, Deputy Chief Executive & City Treasurer	-
3	Delivery of the Adults Improvement Plan to ensure effective triage at the front door, and the assessment and review of citizens' needs in a timely, proportionate and consistent manner. This includes Adults Services governance oversight: operational compliance, quality assurance and the transition from Children's to Adults Services provision.	Director of Adult Social Services	-
4	Improving the resilience of ICT systems, including cyber security, the Council's arrangements for disaster recovery.	Deputy Chief Executive & City Treasurer	Director of ICT
5	Governance of delivery of proposed ICT systems essential to business operations and legal compliance, including the new social care system.	Deputy Chief Executive & City Treasurer	Director of ICT

Action	What action is to be addressed	Who is responsible for delivery	
		SMT Leads	Directors or Heads of Service
6	Changes to the local government finance system, and delivery of continued significant savings.	Chief Executive, Deputy Chief Executive & City Treasurer	Deputy City Treasurer
7	Planning and implementation of changes required to mitigate potential negative impact of Brexit on budget and other assumptions for the Council, partners and residents of the City.	Chief Executive	-
8	Development, design and delivery of major infrastructure projects across Highways, maintenance, and governance of response to the reporting of road issues, linking with strategic development plans, to time, quality standards and on budget.	Deputy Chief Executive & City Treasurer, Director of Strategic Development	Strategic Director (Neighbourhoods)
9	Strengthening the Council's approach to commissioning, procurement and contract management.	Deputy Chief Executive & City Treasurer	Head of Strategic Commissioning
10	Continued development and coordination across Services of the governance, communication, implementation and monitoring of workforce policy and associated guidance. This includes ensuring strong messages around compliance and accountability, and a planned programme of work to identify and tackle areas of non-compliance.	Deputy Chief Executive & City Treasurer, City Solicitor	Director of HROD, Deputy City Solicitor

Conclusion

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

Signed:
Leader of the Council

Signed:
Chief Executive

**Manchester City Council
Report for Resolution**

Report to: Standards Committee – 21 March 2019

Subject: Work Programme for the Committee

Report of: Governance and Scrutiny Support Unit

Summary

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

Recommendation

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

Wards Affected: All

Financial Consequences for Revenue Budget

None directly.

Financial Consequences for the Capital Budget

None directly.

Contact Officers:

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Background documents (available for public inspection):

None

Standards Committee Work Programme – 21 March 2019

Meeting – 21 March 2019

Item	Purpose of the report	Report Author	Comments
Review of revisions proposed to and efficacy of the Gifts and Hospitality Guidance for Members , Member / Officer Relations Protocol and Use of Resources Guidance	To consider proposed revisions to and efficacy of the Gifts and Hospitality Guidance for Members, Member / Officer Relations Protocol and Use of Resources Guidance.	Poornima Karkera	Last reported March 2018 To feed in to annual review of constitution
Standing item if needed - Members Update on Ethical Governance	To update Members on any national issues regarding ethical governance which may impact on the Council's arrangements for ethical governance.	Poornima Karkera	
Social Media Guidance for Members	To consider any revisions proposed to the guidance and the efficacy of the guidance.	Poornima Karkera	
Standing item - Work Programme	To review and amend (if necessary) items to be considered at future meetings of the Committee.	Andrew Woods	
Register of Members Interests	To review the operation and efficacy of the process for updating the Register of Members Interests.	Poornima Karkera	
Report on the Outcome of the consultation on updating the Disqualification Criteria for Cllrs and Mayors.	To provide an overview of the responses to the consultation on updating disqualification criteria for local authority members including the Government's response.	Stephen Hollard	
Members Development	To seek views of the Committee on the	Jonathan Kershner	

Strategy	proposed Strategy, provide an update on proposals for the new Cllr induction for May 2019 and report on training delivered in the current municipal year.		
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Meeting – 13 June 2019

Item	Purpose of the report	Report Author	Comments
Arrangements for dealing with complaints against Members	To review the operation and efficacy of the current arrangements.	Poornima Karkera	
Dispensations	To review the operation and efficacy of the process for granting dispensations.	Poornima Karkera	

Meeting – 31 October 2019

Item	Purpose of the report	Report Author	Comments
Standing item if needed – Members Update on Ethical Governance	To update Members on any national issues regarding ethical governance which may impact on the Council's arrangements for ethical governance.	Poornima Karkera	
Member Development	To consider the draft Member Development Strategy.	Poornima Karkera	
Code of Corporate Governance	To review the operation and efficacy of the Code.	Sean Pratt	
Planning Protocol	To review the operation and efficacy of the Protocol.	Robert Irvine / Julie Roscoe	
Whistleblowing Policy	To review the operation and efficacy of the Policy.	Tom Powell	
Annual standards committee report	To note and review the work done in the last year to promote and maintain high standards of conduct by members.	Poornima Karkera	

Standing item - Work Programme	To review and (amend if necessary) items to be considered at future meetings of the Committee.	Andrew Woods	
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19 March 2020

Item	Purpose of the report	Report Author	Comments
Standing item, if needed - Members Update on Ethical Governance	To update Members on any national issues regarding ethical governance which may impact on the Council's arrangements for ethical governance.	Poornima Karkera	
Social Media Guidance for Members	To consider any revisions proposed to the guidance and the efficacy of the guidance.	Poornima Karkera	Last reported March 2019
Standing item - Work Programme	To review and amend (if necessary) items to be considered at future meetings of the Committee.	Andrew Woods	

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

Document/Procedure/Protocol	Last Reviewed	Date Due for Review	Comments
The Code of Corporate Governance	March 2018	November 2018	
The Annual Governance Statement	March 2018	March 2019	
Members' Code of Conduct	Updated annually as needed as part of annual review of constitution.		AGMA wide review
Arrangements for Investigating Complaints made under the Members' Code of Conduct	March 2017	March 2020 or earlier where there is a change in the law or circumstances warrant an earlier review	
Gifts and Hospitality Guidance for Members	March 2018	March 2020 or earlier where there is a change in the law or circumstances warrant an earlier review	
The Member/ Officer Relations Protocol	March 2018	March 2020 or earlier where there is a change in the law or circumstances warrant an earlier review	
The Use of Council Resources Guidance for Members	March 2018	March 2020 or earlier where there is a change in the law or	

		circumstances warrant an earlier review	
Social Media Guidance for Members	March 2018	March 2020 or earlier where there is a change in the law or circumstances warrant an earlier review.	
The Planning Protocol for Members	November 2017	November 2018	Reviewed 2 November 2017
Council's Whistleblowing Policy	November 2017	November 2018	Reviewed 2 November 2017
Procedure for the Local Hearing of Allegations of Misconduct by Members of the Council	Reviewed November 2017	March 2020 or earlier where there is a change in the law or circumstances warrant an earlier review.	Reviewed 2 November 2017
Register of Members Interests	Considered as part of annual report. Last considered March 2018.		