

**Manchester City Council
Report for Information**

Report to: Audit Committee – 5 November 2018

Subject: Governance Improvement Progress for Partnerships with Medium or High Risk Assessment ratings

Report of: Deputy Chief Executive / City Treasurer

Summary

The report provides an update on progress made to strengthen governance arrangements in the fourteen partnerships where a 'Medium' or 'High' Partnership Governance Risk Assessment was recorded in the 2017 Register of Significant Partnerships, as requested by the committee in January 2018.

Recommendations

Audit Committee is requested to comment on and note the progress made to improve governance arrangements in the partnerships detailed in the report.

Wards Affected: All

Contact Officers:

Name: Sara Todd
Position: Deputy Chief Executive
Telephone: 0161 234 3286
E-mail: s.todd@manchester.gov.uk

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

Name: Jill Hunt
Position: Performance and Intelligence Officer
Telephone: 0161 234 1854
E-mail: j.hunt@manchester.gov.uk

Background documents (available for public inspection):

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

Report to Audit Committee - 25 January 2018 – Significant Partnerships Register

1. Introduction

- 1.1 In recognition of the need to ensure that all the Council's partnerships continue to perform well, delivering value for money and supporting the Council's strategic objectives, a Partnership Governance Framework is in place. This framework defines and standardises the Council's approach to managing its partnerships, in order to help strengthen accountability, manage risk and rationalise working arrangements.
- 1.2 In support of its application of this framework, the Council maintains a Register of Significant Partnerships, which has been in place since 2008. It lists all key partnership arrangements that are considered to be of the highest significance to the financial and reputational risk of the Council and to achieving the Council's objectives. These arrangements are not uniform, ranging from joint venture partnerships, statutory groups and PFIs. They reflect different governance structures depending on their legal status.
- 1.3 The Register is refreshed annually, and the latest version of the Register was taken to Audit Committee on 25 January 2018. In the updated version of the Register, thirteen partnerships had a Risk Assessment rating of 'Medium', indicating that while there is a generally sound system of governance in place in these partnerships, areas for improvement have been identified. One partnership had a rating of 'High', meaning that control arrangements in this partnership needed to be strengthened, and that the partnership's and Council's objectives were unlikely to be met.
- 1.4 To gain assurance that plans are in place to strengthen governance arrangements in these partnerships, Audit Committee requested that a report is produced which details progress made to strengthen governance arrangements in those partnerships with a 'Medium' or 'High' risk rating.

2. Progress made to strengthen partnership governance arrangements

Partnerships with a 'High' Partnership Governance Risk Assessment

Hulme High Street (entry 46)

- 2.1 Hulme High Street Ltd is a joint venture limited company incorporated in 1996 between Manchester City Council (as landlord) and Amec (as developer) formed to develop the Hulme High Street area brought about following the Hulme City Challenge regeneration project initiated in the early 1990s. The site comprised of the High Street area including the Asda retail park along with the surrounding high street, market and residential development sites. Amec's interest is now held by Muse Developments. Although there is a Council Officer listed as a director of the Company, it is more in a 'sleeping' capacity. The Council do not have involvement in the day to day running of the Company given the elapse of time since any real activity.
- 2.2 Following comments raised by Committee members at the January 2018 Audit Committee meeting, the significance rating was changed to 'Low' reflecting the

limited impact the quality of the partnership's governance arrangements has on the Council as a whole.

- 2.3 Muse Developments provide the Company Secretarial function for the Company. Risk factors relate to the knowledge base of the history and purpose of the Partnership dwindling over time, with most officers with understanding of the partnership no longer being current employees. The ongoing use of resource involved in bringing the partnership to a close and the lack of representation on the board over recent years whilst the partnership has been in a hiatus are the main factors that led to a 'High' risk assessment relating to the governance arrangements, although it is acknowledged that the impact of the current governance arrangements is limited.
- 2.4 While Hulme High Street Ltd's business dealings have little impact on residents on a day to day basis and pose no risk as regards their safety or well-being, the governance arrangements are considered to be weak. The partnership will remain 'High' risk until the legal process has been outsourced in order for it to be dissolved; this is still ongoing and being progressed by the Council's legal team.

Partnerships with a 'Medium' Partnership Governance Risk Assessment

Manchester Working Ltd (entry 15)

- 2.5 The joint venture company, Manchester Working Ltd, provides the maintenance service to the Council's Public Buildings, and this will continue until a new contract is put in place in early 2019.
- 2.6 In addition, Manchester Working Ltd provides a range of programme works to Northwards Housing and, although this framework contract ended on the 31 July 2018, a number of the programmes allocated will not be completed until late 2019.
- 2.7 The Deputy City Treasurer has established a task and finish group to oversee the arrangements to consider the future of the joint venture company at the appropriate time to minimise any risks to the Council. In the interim period, the risk rating will remain as 'Medium' in terms of governance arrangements.

NOMA (entry 15)

- 2.8 The partnership is in place to provide strategic oversight and to guide regeneration and development within the NOMA area between Victoria and Shudehill. The partner organisations are the Co-operative Group and Hermes Real Estate.
- 2.9 Following confirmation of the Co-operative Group-Hermes partnership, there was a change of personnel leading on the NOMA development, and at the Co-op itself. While relationships with the new team were developing steadily, it was agreed that NOMA be rated as 'Medium' risk, a change from its previous rating of 'Low'.

- 2.10 The Co-op have subsequently sold their interest in NOMA to Hermes, who are now the sole owner of the development. Hermes are taking forward the delivery of the masterplan, which is currently being reviewed in consultation with the City Council.
- 2.11 The Council have started to re-establish the strategic partnership with Hermes, following the withdrawal of the Co-op from the development. These arrangements are still in the early stages. However, we do not feel that there is a material risk in delivering the masterplan and the overall objectives of the scheme. A significant proportion of development has already been delivered, or is being delivered, including 1 Angel Square (the Co-op's Head Office), the ERDF funded public realm, refurbishment of buildings in the Listed Estate, the first residential development and the implementation of the Events Strategy.

Manchester Safeguarding Children's Board (entry 17)

- 2.12 In recognition of the progress made in the last 12 months to strengthen and improve the governance arrangements, the 2017 risk rating for the Manchester Safeguarding Children's Board (MSCB) was lowered to 'Medium', from 'High' in the previous year.
- 2.13 MSCB was rated as 'High' significance recognising the importance of the role of the Board in supporting the Council's objective to safeguard vulnerable children as well as the impact that safeguarding has on the reputation of a local authority. In 2017, the governance risk assessment was reduced from 'High' to 'Medium' in recognition of the significant progress made by the partnership in the delivery of its improvement plan. The improvements in the governance arrangements of the partnership would not affect the significance score, which will remain 'High', recognising the crucial role safeguarding plays in communities across Manchester.
- 2.14 Progress was further recognised at the Audit Committee meeting in March 2018 when the Deputy Chief Executive presented an update and progress report, which included a detailed report on the MSCB Improvement Plan showing all areas were completed.
- 2.15 Since then the MSCB, and the sub groups which support it, have been focusing on the four priority areas of Neglect, Complex Safeguarding, Engagement and Communication and Transitions. A new business plan has been developed and this is regularly reviewed by the leadership group which co-ordinates the work of the partnership. Partners have been asked for input into the annual report for 2017/18 and they are in the process of populating their section 11 self-assessments. This will be followed by a Peer Review session to review and discuss their responses and identify actions for future improvement.
- 2.16 The Board is supported by a strong Leadership Group made up of sub group chairs and key partners. This includes the Executive Director of Nursing & Safeguarding, Manchester Health and Care Commissioning, the Director of

Children's Services and the Detective Superintendent GMP City of Manchester Division. The Leadership Group are responsible for driving forward board business, having ownership of the business plan, risk register, budget and providing a forum for discussion around how sub groups can work effectively together. It is chaired by the Independent Chair and is a forum for challenge; red flags are raised at these meetings in relation to performance.

- 2.17 The budget is combined across both Manchester Safeguarding Boards: year end analysis showed a balanced budget with a carry forward of reserves from previous years of £65k. Some of this is being used to create additional capacity to support the implementation and training of staff with regard to the Neglect Strategy.
- 2.18 The board continue to meet bi-monthly and agendas are structured to provide assurance of the multi-agency response to safeguarding and make sure the statutory responsibilities of MSCB are discharged. In relation to conduct and liability, all agencies have their own policies and procedures in place to address matters of concern that the partnership itself does not have policies and procedures in place that are specific to conduct and liability.
- 2.19 The MSCB recently endorsed a Strategy with regard to Modern Slavery and Human Trafficking, which is an important element of Complex Safeguarding. The Board also had one of its regular updates as to the implementation of the Domestic Violence and Abuse Strategy. Whilst this strategy is overseen by the Community Safety Partnership, the MSCB needs to be assured that safeguarding is an integral part of the delivery.
- 2.20 Feeding into the Leadership Group are a number of sub groups serving cross cutting strategic areas such as Quality Assurance and Performance Improvement, Communication and Engagement, Learning and Development, Safeguarding Practice Development and Complex Safeguarding.
- 2.21 The Child Death Overview Panel reports to the Leadership Group and there is a sub group specifically having oversight of the serious case review programme, making sure that legal responsibilities are met and, most importantly, that multi-agency learning from serious incidents is captured quickly and appropriately so that it can be embedded across the partnership.
- 2.22 The Independent Chair has regular meetings with the Director, Lead Member and Chief Executive. There is also close working with other Board Chairs at a Greater Manchester level.
- 2.23 Following a national review of Safeguarding Children Boards, a new statutory framework has been introduced through a revised Working Together, which was published in early July 2018. This sets out requirements for the three statutory partners (Local Authority, Police and Clinical Commissioning Group) to establish new safeguarding arrangements by September 2019. Work has started to identify how the transition will take place during which time the current statutory obligations will remain.

Children's Board Strategic Partnership (entry 21)

- 2.24 The Children's Board Strategic Partnership remains as a 'Medium' risk, reflecting the requirement to embed the outcomes framework and to evidence the impact on the achievement of the Children and Young People's Plan priorities of safe, happy, healthy and successful.
- 2.25 In 2017/18 the partnership continued to mature and oversaw the production of an Annual Report detailing the activity and impact from the partnership. The Children's Board developed an integrated outcomes framework which will report on the outcomes and the strategic priorities.
- 2.26 The Board ensured a stronger contribution and involvement of children and young people, with young people leading the Board, reporting on their activity and holding a challenge session in relation to the refreshed Early Help Strategy 2018 - 2021.
- 2.27 The Early Help Strategy has been refreshed with updated priorities and the development of an impact map. The Early Help Assessment (EHA) will continue to be tracked and performance monitored by the Board but this will be only one measure of the impact of the strategy. Detailed evidence and impact from the Early Help Hubs was reported to Children and Young People's Scrutiny in September 2018. There is good evidence of the impact of the hubs at a family, community and locality partnership level, and in future analysis will be presented to the Board on a quarterly basis.
- 2.28 Headline results from the evaluation of the Troubled Families programme have recently been shared with the Executive Members Group, and this is demonstrating sustained impact on a number of key indicators 12 months post intervention. A detailed summary of impact will be available in due course.

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

- 2.29 A risk rating of 'Medium' was recorded in the 2017 Register which, was a change to the 'Low' rating given in 2016.
- 2.30 The current agreement between the Council and the three Clinical Commissioning Groups is for the provision of a Community Equipment Service to children, young people, adults and older people across Manchester. This includes stock and store management of equipment and provision of delivery, collection, recycling, decontamination and maintenance services.
- 2.31 Whilst progress has been made and governance arrangements remain robust, work continues in terms of the partnership arrangements. The new Service Level Agreement (SLA), which sets out the responsibilities and priorities of the Council and the CCG, still remains in draft form and is awaiting ratification by the CCGs before this can be signed off by the Director.
- 2.32 NHS colleagues recognise the importance of the services delivered to support residents in keeping them safe from harm, maintaining their independence and

enabling them to stay in their own homes and communities for as long as is possible.

Manchester International Festival (MIF) (entry 28)

- 2.33 MIF is a grant agreement to deliver the biennial festival; a memorandum of understanding is being developed to support its links with the development and operation of the city's new arts venue, Factory, due to open in 2020. In view of this significant change, for the 2017 Register MIF was re-rated as 'Medium' risk, from the 'Low' rating it had in previous years.
- 2.34 Preparing to take on the role of operator for Factory, MIF have started to undergo significant organisational change to grow and adapt as an organisation. This work is owned and driven by the MIF Board, Chief Executive Officer and the Executive Team to facilitate the necessary organisational re-design and transitional planning.
- 2.35 The renewal and expansion of the MIF Board was the first step in this process, with nine new trustees approved. The Board has now grown to 18 members, attended by the Executive Member for Schools, Culture and Leisure and the City Treasurer is an observer. An Executive Structure has been designed and a new Chief Operating Officer has been recruited as well as four new directors for digital, press, development and skills and training. A Business Plan has been approved by Arts Council England and the Department for Culture, Media and Sport. This plan is a live document and over the next 12 months the artistic programme will be developed.
- 2.36 The development of MIF as an organisation and the artistic planning is taking place alongside the construction of Factory, which is a major capital project, located within the St John's neighbourhood of the city centre and managed by the City Council. Governance arrangements are in place to manage the Factory project with the City Treasurer as the Senior Responsible Owner (SRO) and chair of the Project Board. As SRO for the Factory development, the City Treasurer also has oversight over the development of MIF as the operator for the venue, including approval of the emerging business plan. A detailed risk register is reviewed at the Project Board meetings covering both the capital and non-capital risks. A Strategy Board has been established which is chaired by the Leader of the Council and attended by the Deputy Leader, Executive Member for Finance and Human Resources, Executive Member for Schools, Culture and Leisure, Chief Executive, City Treasurer, MIF Chief Executive Officer and a representative of Arts Council England as an observer.

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

- 2.37 As of 1 January 2017, GMMH (formerly Greater Manchester West) acquired Manchester Mental Health & Social Care Trust (MMHSCT), and responsibility for the delivery of all its Manchester based mental health services. This was part of a NHS Improvement led process supported by the Council and Clinical Commissioning Groups, signed off by the Secretary of State. In view of this

transitional period, the rating awarded to the partnership in 2016 was 'High' risk. However, now the acquisition is complete and GMMH is fully operational with no significant concerns, the partnership was re-rated as 'Medium' risk.

- 2.38 A single integrated NHS contract was signed with GMMH in 2017, covering all Health, Social Care and Public Health mental health and wellbeing services. This was a two year contract (with the option to extend for a further two years) with an annual value of c£95m. The Council's Social Care and Public Health element of this contract had a combined annual value of c£7.4m.
- 2.39 Manchester Health and Care Commissioning (MHCC) and GMMH have worked together during this two year contract to deliver the strategic aims of the acquisition via the delivery improvements to particular pathways of care: improving access to psychological therapies; acute care and rehabilitation pathway for people experiencing severe and enduring mental health problems. GMMH have delivered to plan and made significant headway in transforming pathways of care.
- 2.40 For 2019/20 onwards, whilst MHCC will review the annual planning guidance from NHS England and ensure the organisation applies it as required, the timetable for contract agreement will be brought forward to match the Council's budget setting timetable. Therefore, for the main contract with GMMH, agreement to the financial value of the contract is required by 21 December 2018. The CCG will prioritise the contracts but will, wherever possible, ensure that they all are agreed in line with national timetables. The CCG may look to draft a new contract with GMMH for 19/20 based on whether NHSE introduces significant change to the T&Cs and Contract Particulars. MHCC also reserves the right to use the national contract variation if this becomes a viable option for 2019/20.
- 2.41 The Director of Adult Services has recently initiated a collaborative review with GMMH and MHCC, which is being led by the Council's Audit team. A terms of reference has been developed which includes a review of the statutory Council functions delegated to GMMH via the Section 75 agreement. This is to establish an up to date position with regard to current performance and outputs and provides the opportunity to proactively address any issues that are identified as part of the assurance process.
- 2.42 New priorities for areas of care needing transformation and attention will be negotiated within the 2019/20 contract and will include the findings of the section 75 audit referenced above.
- 2.43 With regards partnership arrangements, the establishment of the MHCC has led to a new structure being implemented between the Council and the CCG, including the MHCC Board, Chief Operating Officer, Executive Team and associated staffing structures.

Avro Hollows Tenant Management Organisation (entry 40)

- 2.44 The Avro Hollows TMO was set up in 2008 to manage a relatively small area of housing stock (312 properties) in Newton Heath on behalf of the Council.
- 2.45 A risk rating of 'Medium' was recorded for 2017, which remained the same as the last two years. Following a request from Members at the January 2018 Audit Committee meeting, a further update was provided at the meeting held in March. This included more detailed assurances in relation to governance and risk management arrangements, and also addressed concerns in light of the Grenfell disaster.
- 2.46 The Avro Hollows board continues to deliver the best service possible to residents with assistance from the Council's Strategic Development section. Additionally, they are supported by a Housing Consultant who provides specific information and advice around changes to legislation, particularly in relation to GDPR. The Board are in the process of organising a business planning event in the autumn to enable them to make plans for the future. At this meeting there will be discussions and recommendations to adopt the National Housing Federation code of governance for TMOs.
- 2.47 Avro Hollows continue to arrange repairs through their dedicated repairs line which is free of charge to residents. During out of hours, calls are diverted through to their contractor. Housing management functions are delivered through the same systems as Northwards Housing.
- 2.48 One of the main issues the TMO is dealing with at the moment is around the Fire Risk Assessment work post Grenfell. This work is of the highest priority to the organisation. The team are engaging with partners and have requested attendance at project meetings with Northwards Housing to improve communication and achieve a better understanding of what work is actually being carried out.
- 2.49 Board meetings are continuing, and an influx of new committee members have been welcomed since the recent AGM. TMO liaison meetings continue to be held on a regular basis, and a fortnightly meeting with council officers will address key issues as they arise.

SHOUT Tenant Management Organisation (entry 43)

- 2.50 The SHOUT TMO ensures effective monitoring, governance and support in the provision of a voluntary service managing a relatively small area of housing stock (100 properties).
- 2.51 For the 2017 update of the Register, the partnership was given a risk rating of 'Medium'. This was as a consequence of changes in the housing management team and then allowing sufficient time to gain significant understanding of the systems and practices which are in operation. In addition, the chair of the board was unable to continue in the role due to being an owner occupier. A board Annual General Meeting brought in new residents to the board, while a

new chair was appointed who recently won the Council's Volunteer of the Year award.

- 2.52 SHOUT have now completed the recruitment of their housing management staff. Additionally, new financial procedures have been put in place and training and development sessions have been delivered, which is a key driver in improving governance arrangements. The board is now actively creating a budgetary and management framework to help make it more sustainable. This is designed to address the issues faced by the TMO and reduce the time taken to resolve them, such as deciding how services are resourced and managing completion of capital programme works.
- 2.53 The board is now working on a draft annual action plan with support from their consultants. There are also proposals to set up a management group and a personnel sub group. Officers are close to completing the budget proposal which will assist discussions in relation to board priorities and spend, and also allocation of allowances from the Council. The action plans cover all the main areas and will allow progress to be more effectively monitored by the Council. Improvements to communications is also underway, for example the SHOUT social media pages have now been updated to reflect board member changes.
- 2.54 Board meetings and attendance at TMO liaison meetings have continued, with council officers attending a weekly management meeting to address key issues, an example of which being a shared issues log.

One Education (entry 49)

- 2.55 One Education provides a range of Pupil and Business Support services to schools and academies, primarily in Manchester but also some other GM areas and West Yorkshire. It is commissioned by the Council to respond to the Education Act 2011 in a positive way, both in terms of the interface with schools and in providing challenge as champions of children in the City. It has its own Board of Directors which includes Council officers, and reports to the Council.
- 2.56 Given the commercial nature of the organisation and some uncertainty around future demand, in 2017 the partnership was re-rated as 'Medium' risk, from 'Low' risk in 2016.
- 2.57 The financial position of One Education improved significantly towards the end of the financial year and the outlook is more favourable. One Education has turned round a projected in-year budget deficit of -£27k into a £53k operating surplus. There was particularly strong performance from the business service units (HR, ICT and Finance) within the Company. The report is attached for information. It should be noted that the pension liability carried by One Education (staff are part of the GMPF on local authority terms) will need to be monitored and may impact on any future discussions regarding company structure.

- 2.58 The One Education Board has monitored the financial performance and associated activity very closely and there are regular performance meetings between the two Council Directors on the Board and the Executive team, outside of Board meetings. There has been a good start to the 2018/19 financial year with One Education retaining 90% of its contracts with schools and an increase in the City Council's contract with the company.
- 2.59 A more robust and consistent approach to sales and marketing has also been put in place. One Education has produced a sales plan for 2018/19 which defines the sales strategy with supporting information that sets out sales targets and potential opportunities for the business. It also provides reference for all One Education staff to understand the sales processes, targets and working practices. A copy of the booklet which has been produced to market the services is attached and provides an example of the positive and professional approach being taken. One Education are continuing to seek opportunities to expand the customer base. It is acknowledged that the capacity to do this can be affected by the ability to scale up the workforce but the company are looking at how this can be achieved at minimal risk within individual work packages. The company is also looking at longer term agreements with schools and other customers which will aid future business planning.

Brunswick PFI (entry 55)

- 2.60 This partnership is a contractual agreement between Manchester City Council and S4B, which is a consortium made up of four organisations: Equitix, Galliford Try, Mears and Onward Homes, which was recently established after Symphony Housing merged with another housing organisation.
- 2.61 Signed in 2013, the PFI contract involves the remodelling of the Brunswick neighbourhood. This will see over 650 homes refurbished; 296 properties demolished; 124 homes to have their orientation reversed to align with the new street layout; 302 new build homes for sale; 200 new build Housing Revenue Account homes (including a 60 place extra care unit) and the creation of new parks, a retail hub and neighbourhood office.
- 2.62 Whilst the majority of elements of the governance arrangements are robust, the partnership was rated as 'Medium' risk due to concerns around the contractor's capacity to ensure delivery timescales are met. S4B have since fallen further behind on their refurbishment, new build and infrastructure work programmes. The issues are being addressed at Board level with S4B and their funders. Most recently, the Council have considered it necessary to issue a number of warning notices to S4B to highlight specific contract concerns. Local Members have been briefed around the current issues.

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

- 2.63 MHCC was established in 2017 to create a single health, adult social care and public health commissioning function for Manchester.

- 2.64 MHCC was originally set up to operate via delegation of function from the Council to the Manchester Clinical Commissioning Group (MCCG). As this has not happened due to VAT reasons, the two organisations have been working positively and collaboratively within shared governance arrangements but without a fully integrated budget. Decision making has been enabled through the Council's delegation to the Director of Adult Social Care and the Director of Public Health. Staff remain employed by the Council or MCCG and therefore are covered by their host organisations' policies and procedures.
- 2.65 A new partnership agreement has been agreed, which formalises the arrangement described in 2.64. MCC have audited MHCC's governance arrangements and are contributing to supporting delivery of the recommendations. Therefore, in the interim MHCC is rated as 'Medium' risk and the formalising of arrangements and due diligence continues.

Manchester Local Care Organisation (MLCO) (entry 59)

- 2.66 Manchester Local Care Organisation was formally launched on 1st April 2018. The original intention was for it to be established through the award of single ten year contract for the delivery of a range of adult social care, community health, primary care and community mental health services.
- 2.67 Although a single contract for the delivery of the MLCO services was not possible, partners including Manchester University NHS Foundation Trust (MFT) agreed to develop a legally binding ten-year Partnering Agreement, which commits all parties (MFT, MHCC, Manchester City Council, Manchester Primary Care Partnership and Greater Manchester Mental Health NHS Foundation Trust) to the delivery of the MLCO agenda and the transformation of out of hospital services. The Partnering Agreement was formally signed by all Partners in March 2018, coming into effect 1st April 2018 and in doing so establishing MLCO.
- 2.68 Whilst not a recognised statutory body or legal entity, MLCO is responsible for the delivery of a range of services including community health services, and adult social care. The organisation is planned to develop over an agreed 3 year phased approach, over time the range of services that will be delivered through MLCO will grow to include Mental Health and Primary Care.
- 2.69 Whilst the MLCO is responsible for delivering those services described, due to the limitations of the Partnering Agreement and absence of a single health and care contract, the accountabilities for provision remain unchanged. Adult Social Care, whilst delivered through the ambit of the MLCO, remain the statutory responsibility of Manchester City Council (MCC), and likewise community health provision including services previously delivered under contract in North Manchester through the Northern Care Alliance and Pennine Acute Hospitals NHS Trust specifically, remain the responsibility of MFT in contractual terms.
- 2.70 MLCO activity for 2018/19 is defined by its business plan – which was agreed by its Partnership Board (comprised of the core partners) and is built out of six

key priorities: Ensure a safe transition and a safe start; Improve lives through population health and primary care; redesign core services; ensure financial sustainability; create our organisational strategy; and prepare for 2019/20 and beyond.

- 2.71 With the launch of MLCO in April 2018, the organisation mobilised its internal governance arrangements. To meet the MLCO's ambitions for service delivery which include delivering safe and effective care, the internal governance for the organisation was built upon appropriate design principles. The governance created has been designed to ensure it is able to have effective oversight of in excess of £600 million worth of services per annum from 2019/20 onwards.
- 2.72 The governance that has been mobilised to support the delivery of the MLCO, will continue to iterate as the organisation develops particularly in regards to the governance that will be developed to support Integrated Neighbourhood Teams.

3 Next Steps

- 3.1 The next annual partnership self-assessment process will commence in early 2019, as part of the process of producing the 2018 Register of Significant Partnerships. Once completed, the new register will be submitted to Audit Committee in February 2019. This will provide an opportunity to review the new Risk Assessment ratings of the partnerships in this report to confirm whether governance arrangements have continued to improve where required.