

ITEM NO: 6

Report To:	AUDIT PANEL
Date:	26 May 2015
Reporting Officer:	Ben Jay – Assistant Executive Director - Resources Wendy Poole – Head of Risk Management and Audit Services
Subject:	GOVERNANCE REPORT 2014/2015
Report Summary:	<p>To present the Governance Report comprised of the two elements below for comment, challenge and approval:</p> <ol style="list-style-type: none">1. The Draft Annual Review against the Code of Corporate Governance for 2014/2015 (Appendix 1).2. The Draft Annual Governance Statement for 2014/2015 (Appendix 2).
Recommendations:	<ol style="list-style-type: none">1. Consider and approve the Draft Annual Review against the Code of Corporate Governance for 2014/2015.2. Consider and approve the Draft Annual Governance Statement for 2014/2015.3. Delegated authority is granted to the Assistant Executive Director – Resources to make further amendments to the Annual Governance Statement upon receipt of further feedback.
Links to Community Strategy:	Demonstrates proper Corporate Governance.
Policy Implications:	The Governance Statement demonstrates proper compliance with the Accounts and Audit Regulations 2011.
Financial Implications: (Authorised by the Section 151 Officer)	Sound corporate governance and proper systems of internal control are essential for the long-term financial health and reputation of the Council.
Legal Implications: (Authorised by the Borough Solicitor)	The production of the statement meets the requirements of the Accounts and Audit Regulations 2011.
Risk Management:	The statement provides assurance that the Council has a sound system of corporate governance in place. It is considered to be an important public expression of how the Council directs and controls its functions and relates to its community.
Access to Information:	<p>The background papers can be obtained from the author of the report, Wendy Poole, Head of Risk Management and Audit Services by:</p> <p> Telephone: 0161 342 3846</p> <p> e-mail: wendy.poole@tameside.gov.uk</p>

1. INTRODUCTION

- 1.1 Corporate Governance is the system by which the Council directs and controls its functions and relates to its community. This is the means by which sound and ethical practice can be assured and unacceptable practice identified and eradicated. Historically there has been a general recognition that all local authorities should be seen to meet the highest standards and governance arrangements that should not only be sound but need to be seen to be sound by the public.
- 1.2 The issues faced by local authorities in recent years reflecting social, economic, and legislative change have led to new, diverse ways of working as opposed to traditional roles. The common theme that continues to run through Government initiatives is the need for local authorities to review the various systems and processes they have in place for managing both their internal affairs and their relationships with their expanding number of key stakeholders. Together these systems comprise corporate governance.

2. CORPORATE GOVERNANCE REQUIREMENTS

- 2.1 The Framework *Delivering Good Governance in Local Government*, published by CIPFA in association with SOLACE in 2007, sets the standard for local authority governance in the UK. CIPFA and SOLACE reviewed the Framework in 2012 to ensure that it remains 'fit for purpose' and issued an addendum to it in the Autumn of 2012 which provided an updated example annual governance statement. The Framework urges local authorities to review and report on the effectiveness of their governance arrangements. Authorities are encouraged to meet the governance standards of the best.
- 2.2 The concept underpinning the Framework is helping local government in taking responsibility for developing and shaping an informed approach to governance, aimed at achieving the highest standards in a measured and proportionate way. The Framework is intended to assist authorities individually in reviewing and accounting for their own unique approach. The overall aim is to ensure that resources are directed in accordance with agreed policy and according to priorities; that there is sound and inclusive decision making; and that there is clear accountability for the use of those resources, in order to achieve desired outcomes for services users and communities.
- 2.3 The framework comprised of Six Core (and supporting) Principles and was adopted and approved by the Audit Panel in May 2013.
- 2.4 The core principles are: -
 - Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area;
 - Members and officers working together to achieve a common purpose with clearly defined functions and roles;
 - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
 - Taking informed and transparent decisions which are subject to effective scrutiny and managing risks;
 - Developing the capacity and capability of members and officers to be effective; and
 - Engaging with local people and other stakeholders to ensure robust public accountability.

3. ANNUAL REVIEW AGAINST THE CODE OF CORPORATE GOVERNANCE

- 3.1 A review has been completed assessing the Council's position against the approved Code of Corporate Governance in order to demonstrate compliance, ongoing developments/improvement and to prepare for the compilation of this year's Annual Governance Statement and Statement of Assurance, which are required, by the Accounts and Audit Regulations 2011. The document was circulated to all Directorates for review during April and the draft annual review for 2014/2015 incorporating all updates is detailed at **Appendix 1**.

4. ANNUAL GOVERNANCE STATEMENT

- 4.1 The preparation and publication of an Annual Governance Statement is necessary to meet the requirements set out in Regulation 4(2) of the Accounts and Audit Regulations 2011. It requires authorities to "conduct a review at least once in a year of the effectiveness of its system of internal control" and "following the review, the body must approve an annual governance statement prepared in accordance with proper practices in relation to internal control".
- 4.2 The Draft Annual Governance Statement for 2014/2015 which has been drawn up using the guidance contained within *Delivering Good Governance in Local Government* - Framework (2007) and the Addendum and Guidance Note issued in 2012 is attached at **Appendix 2** for consultation and challenge.
- 4.3 The Delivering Good Governance in Local Government Framework Addendum issued in December 2012 detailed the "key elements of the systems and processes that comprise an authority's governance" and these have been built into the 2014/2015 Annual Governance Statement.
- 4.4 The Annual Governance Statement is a corporate statement and covers both Tameside and the Greater Manchester Pension Fund and therefore the Director of Pensions has signed and returned the Assurance Letter for 2014/15 and a completed Assurance Self-Assessment.
- 4.5 The Annual Governance Statement is based on:-
- ET Assurance Self-Assessments and signed Assurance Statements;
 - Head of Audit's Annual Report;
 - ET Budget Assurance Statements;
 - Review of System of Internal Audit
 - Annual Audit Letter;
 - Role of the Chief Financial Officer;
 - Role of the Head of Internal Audit;
 - Corporate Plan;
 - Community Strategy; and
 - Statutory Inspections.
- 4.6 This list is not exhaustive but it details the key elements of the assurance framework used to support the production of the Annual Governance Statement.
- 4.7 The Draft Assessment against the Code of Corporate and the Draft Annual Governance Statement for 2014/2015 has been presented to the Executive/Senior Management Team and their comments have been incorporated into the documents presented. Comments from the Policy and Communications Team have also been incorporated into both documents.
- 4.8 As in previous years the documents will be circulated to the Executive Cabinet by email for comments and any feedback received will be incorporated into the draft documents.

- 4.9 The Draft Annual Governance Statement now accompanies the pre audited accounts and is signed off by the Assistant Executive Director - Resources by 30 June before they are passed to our External Auditors (Grant Thornton) for audit. Member approval is required by 30 September and therefore the Annual Governance Statement will be brought back to members for approval in September along with the Statement of Accounts.

5. CODE OF CORPORATE GOVERNANCE

- 5.1 The Code of Corporate Governance which is in full compliance with the CIPFA/SOLACE Delivering Good Governance Framework of 2007 and the Addendum and Guidance Notes released in 2012, was approved in May 2013 covering a three year period and therefore does not feature as part of this update report.

6. RECOMMENDATIONS

Members are requested to: -

- 6.1 Consider and approve the Draft Annual Review against the Code of Corporate Governance for 2014/2015.
- 6.2 Consider and approve the Draft Annual Governance Statement for 2014/2015.
- 6.3 Delegated authority is granted to the Assistant Executive Director – Resources to make further amendments to the Annual Governance Statement upon receipt of further feedback received.

**DRAFT ANNUAL REVIEW
AGAINST THE
CODE OF
CORPORATE GOVERNANCE
2014/2015**

APPENDIX 1

PRINCIPLE 1

Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local areas:

- Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and users
- Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning
- Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money

The function of governance is to ensure that authorities, other local government organisations or connected partnerships fulfil their purpose and achieve their intended outcomes for citizens and service users and operate in an effective, efficient, economic and ethical manner.

Local government bodies need to develop and articulate a clear vision of their purpose and intended outcomes for citizens and service users that are clearly communicated, both within the organisation and to external stakeholders.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and users	<ul style="list-style-type: none"> • Develop and promote the authority's purpose and vision 	Corporate Plan Community Strategy People and Places Scorecard TSP and LPSE Tameside Health and Wellbeing Board Local Public Service Executive Service Delivery Plans/Risk Registers Joint Strategic Needs Assessment Joint Health and Wellbeing Strategy Big Conversation Corporate Equality Scheme Executive Leader's Annual Key Note Address Public Health Annual Report Tameside Integrated Needs Assessment	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
		<p>Tameside Citizen Council Website Residents Opinion Survey Citizens Panel Corporate Delivery Team Vision Tameside Tameside Enterprise Board Hattersley Land Board Chief Executive's Brief The Wire, Twitter, Facebook and Instagram GMPF Website GMPF Funding Strategy Statement Awards (Pride of Tameside/Innovation Awards Local Education Partnership Board</p>	
	<ul style="list-style-type: none"> Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements 	<p>Community Strategy TSP and LPSE Annual review of Constitution Monitoring the Delivery of the People and Places Scorecard Consultation and Engagement Strategy Monitoring the TSP Delivery Boards Service Delivery Plans / Performance Indicators Tameside Health and Wellbeing Board</p>	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
		Corporate Delivery Team Chief Executive's Brief Executive Member meetings with Senior Managers Board Business/Development Sessions Residents Opinion Survey Corporate Equality Scheme Citizens Panel Executive Leader's Annual Key Note Address TSP and LPSE Hattersley Land Board Annual Budget Consultation GMPF Annual Report and Annual General Meeting with Employers	
	<ul style="list-style-type: none"> Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners 	TSP and LPSE Boards/Agreements Financial Regulations Local Investment Partnership Health and Well Being Board Tameside Safeguarding Children Board Tameside Adults Safeguarding Partnership Performance Management Framework/Managing Performance Toolkit (MPT)	Developing arrangements with the Integrated Care Organisation?

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
		Communication Strategy Co-Located Partnership Teams Local Education Partnership Tameside Enterprise Board Hattersley Land Board GM Strategy AGMA PSR Strategic Group Public Service Hub – Co-located Partnership to manage complex dependency	
	<ul style="list-style-type: none"> Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance 	Statement of Accounts Tameside Citizen Annual Audit Letter The Wire Twitter, Facebook and Instagram People and Places Scorecard Corporate Plan Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Executive Leader's Annual Key Note Address GMPF Annual Report	
Ensuring that users receive a high quality of service whether directly, or in	<ul style="list-style-type: none"> Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality 	Corporate Plan Service Delivery Planning	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
partnership, or by commissioning	effectively and regularly is available	Community Strategy Performance Management Framework/Managing Performance Toolkit (MPT) Peer Challenge Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Tameside Challenge Framework Tameside Health and Wellbeing Board Corporate Performance Group Budget Monitoring Corporate Equality Scheme Education Attainment Improvement Board Outcomes Framework/Q.A.F for Supporting People Residents Opinion Survey Big Conversation Twitter, Facebook and Instagram Customer Service Excellence/GMPF Pensioner Forum Executive Team/Senior Management Team Children in Care Council Carers Strategy Group	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
	<ul style="list-style-type: none"> • Put in place effective arrangement to identify and deal with failure in service delivery 	TASP TSCB Corporate Complaints System Performance Management Framework/ People and Places Scorecard Education Attainment Improvement Board Childrens Safeguarding Board Quality Assurance and Performance Management Group	
Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	<ul style="list-style-type: none"> • Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions 	Performance Indicators/Unit Costs Procurement Strategy External Auditor's Audit Letter/Financial Resilience Report Inspectorate Reports Scrutiny Panels Big Conversation Peer Review Risk Management and Audit Service Redesign/Reviews Benchmarking Awards (Pride of Tameside/Innovation) Customer Contact and Care Strategy Community Funding/Grants Local Public Service Executive	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
		GMPF Solvency Level Cost Benefits Calculator	

PRINCIPLE 2

<p>Members and officers working together to achieve a common purpose with clearly defined functions and roles:</p> <ul style="list-style-type: none"> Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of each other
<p>The governing body of an organisation has overall responsibility for directing and controlling that organisation. In local government the governing body is the full council or authority. Further information on the structure and roles of the local authority governing bodies is included in the guidance notes to this framework</p>

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	<ul style="list-style-type: none"> Set out a clear statement of the respective roles and responsibilities of the executive and the executive's members individually and the authority's approach towards putting this into practice 	Council Constitution Minutes of Meetings	
	<ul style="list-style-type: none"> Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers 	Council Constitution Job Evaluation Questionnaires Job Descriptions/Person Specifications	
Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard	<ul style="list-style-type: none"> Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required 	Council Constitution Annual Update Report to Council AGM.	
	<ul style="list-style-type: none"> Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management 	Council Constitution Scheme of Delegation Job Descriptions/Person Specification	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Conditions of Employment Performance Indicators Regulatory Statutory Framework GMPF Governance Policy Statement	
	<ul style="list-style-type: none"> Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained 	Council Constitution Job Descriptions/Person Specifications Member/Officer Protocol Member/Officer Codes of Conduct	
	<ul style="list-style-type: none"> Make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records, and for maintaining an effective system of internal financial control 	Accounts and Audit Regulations 2011 Local Government and Housing Act 1989 - Section 151 Responsibilities Section 151 Officer Protocol Council Constitution Financial Regulations Job Description/Person Specification CIPFA Statement on the Role of the Chief Financial Officer Statutory Reports Medium Term Financial Strategy Risk Management and Audit Financial implications on reports Budget Assurance Statements and Service Delivery Plans Assurance Self-Assessment Checklist	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with 	<p>for the Annual Governance Statement Pay and Conditions of Service</p> <p>Monitoring Officer Legislation Local Government and Housing Act 1989 – Section 5</p> <p>Council Constitution</p> <p>Monitoring Officer Protocol</p> <p>Job Description/Person Specification</p> <p>Annual Development Reviews</p> <p>Pay and Conditions of Service</p> <p>Assurance Self-Assessment Checklist for the Annual Governance Statement</p> <p>Weekly bulletins disseminated to SUM's and Senior Managers from the Borough Solicitor</p>	
<p>Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of each other</p>	<ul style="list-style-type: none"> Develop protocols to ensure effective communication between members and officers in their respective roles Set out terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable) 	<p>Member/Officer Protocol</p> <p>Member/Officer Codes of Conduct</p> <p>Board</p> <p>Board Business/Development Days</p> <p>Executive Member Briefings</p> <p>Member Training</p> <p>Members Allowances Scheme</p> <p>Independent Remuneration Panel</p> <p>Pay-Scales</p>	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> • Ensure that effective mechanisms exist to monitor service delivery 	<p>Contracts of Employment</p> <p>Community Strategy</p> <p>People and Places Scorecard</p> <p>TSP and LPSE</p> <p>Annual Report of Scrutiny Panels</p> <p>PIP - Partnership Information Portal</p> <p>Joint Strategic Needs Assessment</p> <p>Tameside Integrated Needs Assessment</p> <p>Tameside Insight</p> <p>The Wire, Twitter, Facebook and Instagram</p> <p>Safe and Sound Decision Making Framework and Training</p> <p>Service Delivery Plans</p> <p>Corporate Plan</p> <p>Corporate Equality Scheme</p> <p>Budget Monitoring Reports to ET/Board</p> <p>Strategic Planning and Capital Monitoring Panel</p> <p>Service Reviews</p> <p>Quarterly Performance Monitoring</p> <p>Corporate Complaints Procedure</p> <p>External Regulatory Inspections</p>	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> Ensure that the organisations vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other stakeholder, and that they are clearly articulated and disseminated 	<p>Local Education Partnership GMPF Local Board</p> <p>Community Strategy Corporate Plan Executive Leader’s Annual Key Note Address Joint Health and Wellbeing Strategy Local Investment Partnership Tameside Safeguarding Children Board Tameside Adults Safeguarding Partnership Service Delivery Plans Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Town Teams Tameside Enterprise Board Co-Located Partnership Teams People and Places Scorecard Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Residents Opinion Survey Education Attainment Improvement</p>	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Board Tameside Health and Wellbeing Board Citizens Panel TSP and LPSE Big Conversation Service based consultation and engagement Twitter, Facebook and Instagram Peer Challenge GMPF Pensioner Forum Local Education Partnership Local Public Service Executive	
	<ul style="list-style-type: none"> When working in partnership. Ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and the authority 	TSP and LPSE Financial Regulations Tameside Safeguarding Children Board Tameside Adults Safeguarding Partnership Complex Dependency Steering Group Tameside Health and Wellbeing Board Education Attainment Improvement Board Member Training Strategic Partnering Agreement PFI/BSF Project Agreements	Developing arrangements with Integrated Care Organisation

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> • When working in partnership: <ul style="list-style-type: none"> ➤ Ensure that there is clarity about the legal status of the partnership ➤ Ensure that representatives of organisations both understand and make clear to all partners the extent of their authority to bind their organisation to partner decisions 	Partnership Agreements Financial Regulations Memorandum of Understanding with CCG	

PRINCIPLE 3

Promoting the values of the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

- Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance
- Ensuring that organisational values are put into practice and are effective

Good governance flows from a shared ethos or culture. As well as from systems and structures. It cannot be reduced to a set of rules, or achieved fully by compliance with a set of requirements. This spirit or ethos of good governance can be expressed as values and demonstrated by behaviour.

Good governance builds on the seven principles for the conduct of people in public life that were established by the Committee on Standards in Public Life, known as the Nolan principles. In England the Local Government Act 2000 outlined ten principles of conduct – an additional three to those identified by Nolan – for use in local government bodies. The Nolan seven principles and additional three principles are included in the guidance notes accompanying this Framework.

A hallmark of good governance is the development of shared values, which become part of the organisation’s culture, underpinning policy and behaviour throughout the organisation, from the governing body to all staff. These are in addition to compliance with legal requirements on, for example equal opportunities and anti-discrimination.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	<ul style="list-style-type: none"> • Ensure that the authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect 	Community Strategy Member/Officer Codes of Conduct Leadership Programme Coaching Programme Member/Officer Protocol Chief Executive’s Brief Annual Development Reviews/GEAR Team Briefs Safe and Sound Decision Making Framework and Training Corporate Equality Scheme	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Corporate Delivery Team Sessions Whistleblowing Policy Mayoral Celebrations Tameside Values	
	<ul style="list-style-type: none"> Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols 	Standards Committee Member/Officers Code of Conduct Anti-Fraud, Bribery and Corruption – Statement of Intent Corporate Complaints Procedure Standards Committee Standards Panel The Wire Chief Executives Brief Corporate Equality Scheme Officer/Member Protocol Employee Code of Conduct Induction Process Contracts of Employment	
	<ul style="list-style-type: none"> Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice 	Member/Officer Codes of Conduct Register of Member Interests Financial Regulations Procurement Standing Orders Equal Opportunities Policy	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		GMPF Funding Strategy Statement Whistleblowing Policy Contracts of Employment Employee Declaration Forms	
Ensuring that organisational values are put into practice and are effective	<ul style="list-style-type: none"> Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners 	Member/Officer Codes of Conduct Annual Development Reviews/GEAR Leadership Programme Chief Executives Brief The Wire, Twitter, Facebook and Instagram Coaching Programme Executive Leader's Annual Key Note Address Training Plans Employee Survey Corporate Delivery Team Sessions Customer Service Excellence Tameside Values Local Public Service Executive	
	<ul style="list-style-type: none"> Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice 	Member/Officer Codes of Conduct Standards Panel Standards Committee Scrutiny	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Internal Audit Local Investigation Regulations Employee Code of Conduct Service Delivery Planning Audit Panel/GMPF Ethics and Audit Working Group Equalities Summaries Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Equality Impact Assessments	
	<ul style="list-style-type: none"> • Develop and maintain an effective standards committee 	Standards Committee Terms of Reference in the Council Constitution	
	<ul style="list-style-type: none"> • Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority 	Council Constitution Member/Officer Protocols Forward Plan Procurement Standing Orders Scheme of Delegation Safe and Sound Decision Making Framework and Protocol Corporate Equality Scheme Board/Cabinet Meetings Key/Executive Decisions	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> • In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively 	Community Strategy People and Places Scorecard Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Local Investment Partnership Performance Management Framework TSP and LPSE Local Education Partnership	

PRINCIPLE 4

Taking informed and transparent decisions which are subject to effective scrutiny and managing risks

- Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny
- Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs
- Ensuring that an effective risk management system is in place
- Using their legal powers to the full benefit of the citizens and communities in their area

Decision making within a good governance framework is complex and challenging. It must further the organisation's purpose and strategic direction and be robust in the medium and longer terms. To make such decisions, authority members must be well informed.

Members making decisions need the support of appropriate systems, to help to ensure that decisions are implemented and that resources are used legally and efficiently.

Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	<ul style="list-style-type: none"> • Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible 	Scrutiny Function Scrutiny Annual Reports Scrutiny Panels Scrutiny Work Programmes Reports published on the Website GMPF Local Board Peer Challenge Quarterly monitoring of People and Places Scorecard Performance monitoring through Joint Strategic Needs Assessment process	
	<ul style="list-style-type: none"> • Develop and maintain open and effective 	Agendas and Minutes available on	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<p>mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</p>	<p>website – including reports</p> <p>Supporting Reports reviewed by both the Executive Director – Governance and Executive Director – Finance</p> <p>Safe and Sound Decision Making Framework and Training</p>	
	<ul style="list-style-type: none"> • Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice 	<p>Member/Officer Codes of Conduct</p> <p>Register of Member Interests</p> <p>Council Constitution</p> <p>Employee Declaration Forms</p>	
	<ul style="list-style-type: none"> • Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee 	<p>Council Constitution</p> <p>Terms of Reference</p> <p>Audit Panel</p> <p>GMPF Local Board</p>	
	<ul style="list-style-type: none"> • Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints 	<p>Corporate Complaints System</p> <p>Twitter, Facebook and Instagram</p>	
<p>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs</p>	<ul style="list-style-type: none"> • Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for purpose – relevant, timely and gives clear explanations of technical issues and their implications 	<p>Agenda/Minutes and supporting reports</p> <p>Legal and Financial Implications on all reports are reviewed by both the Executive Directors of Governance and Finance</p> <p>Board/Cabinet papers</p> <p>TSP and LPSE</p> <p>Safe and Sound Decision Making</p>	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately 	Framework and Training Corporate Equality Scheme All reports to Panels/Board/Cabinet etc are reviewed by both the Executive Director – Governance and Executive Director – Finance and have legal and financial comments added to them Agenda Timetable Safe and Sound Decision Making Framework and Training	
Ensuring that an effective risk management system is in place	<ul style="list-style-type: none"> Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their job 	Risk Management Policy and Strategy Risk Management Guidance and Risk Register Template Information Governance Framework Strategic/Corporate Risks Internal Audit Reports Risk Management Implications included on all reports to Panels/Board/Cabinet etc Risk Workshops Information Asset Review Workshops Risk Management Training Risk Assessments Risk Training e.g. - Managing and Working Safely courses Mandatory Data Protection E-Learning	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Module Information Governance Group Business Continuity Plans GMPF Funding Strategy Statement	
	<ul style="list-style-type: none"> Ensure that effective arrangements for whistle blowing are in place to which officers, staff and all those in contracting with or appointed by the authority have access. 	Whistleblowing Policy available on the Internet E-Learning Training Fraud Response Procedure	
Using their legal powers to the full benefit of the citizens and communities in their area	<ul style="list-style-type: none"> Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise their powers to the full benefit of their communities 	Monitoring Officer Council Constitution Trained and Professionally Qualified Officers	
	<ul style="list-style-type: none"> Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law 	Monitoring Officer Review of reports by Executive Director – Governance and Executive Director – Finance Trained and Professionally Qualified Officers Council Constitution	
	<ul style="list-style-type: none"> Observe all specific legislative requirements placed upon them, as well as the requirement of general law, and in particular to integrate the key principles of good administrative law - rationality, legality and natural justice – into their procedures and decision making processes 	Council Constitution Monitoring Officer Trained and Professionally Qualified Officers Weekly legal update from Executive Director – Governance (Borough	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Solicitor) to SUM's and above Safe and Sound Decision Making Framework and Training Corporate Equality Scheme	

PRINCIPLE 5

Developing the capacity and capability of members and officers to be effective

- Making sure that members and officers have their skills, knowledge, experience and resources they need to perform well in their roles
- Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group
- Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal

Effective local government relies on public confidence in authority members, whether elected or appointed, and in officers. Good governance strengthens credibility and confidence in our public services.

Authorities need people with the right skills to direct and control them effectively. Governance roles and responsibilities are challenging and demanding, and authority members need the right skills for their roles. In addition, governance is strengthened by the participation of people with many different types of knowledge and experience.

Good governance means drawing on the largest possible pool of potential members to recruit people with the necessary skills. Encouraging a wide range of people to stand for election or apply for appointed positions will develop a membership that has a greater range of experience and knowledge. It will also help to increase the social class, life experience, gender and disability. This concept should also be borne in mind when members are appointed to the boards of other public service organisations.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
<p>Making sure that members and officers have their skills, knowledge, experience and resources they need to perform well in their roles</p>	<ul style="list-style-type: none"> • Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis 	<p>Councillor/Officer Induction Full Member Training Programme Members Training needs assessments Corporate Training programme Annual Development Reviews/GEAR Members/Staff Portals Cabinet and Scrutiny Support Units Employee Survey Customer Service Excellence Service Delivery Plans Large scale training programmes on National initiatives</p>	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Mandatory E Learning Modules Leadership Programme Corporate Delivery Team Sessions Continual Professional Development	
	<ul style="list-style-type: none"> Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority 	Job Descriptions Person Specifications Annual Development Reviews/GEAR Team Briefs Scheme of Delegation Staff Portal Continual Professional Development regulations for professionally qualified staff Mandatory E Learning Modules Corporate Delivery Team Sessions Leadership Programme	
Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group	<ul style="list-style-type: none"> Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively 	Annual Development Reviews/GEAR GEAR – Skills Questionnaire Training Plans/Programmes Mandatory E Learning Modules Member training needs assessment Member Induction Service Delivery Plans/Risk Registers	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Employee Survey Member/Officer Development Programme Training for GMPF Panel and Board Members Leadership Programme Coaching Programme	
	<ul style="list-style-type: none"> Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed 	Member Training Officer/Staff Training Peer Challenge Supervision Further Education/Continual Professional Development Tameside Manager Programme Leadership Programme Annual Development Reviews/GEAR Corporate Delivery Team Sessions	
	<ul style="list-style-type: none"> Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs 	Member training needs assessment Council Constitution Review meetings held with Executive Members Scrutiny arrangements Peer Challenge Board Business/Development Days	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		ET/SMT Development Days Elections Employee Survey	
Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal	<ul style="list-style-type: none"> Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority 	TSP and LPSE Town Teams Tameside Enterprise Board Co-Located Partnership Teams Citizens Panel Big Conversation Tameside Engagement Strategy Equal Opportunities Policy Corporate Equality Scheme Residents Opinion Survey Awards e.g. Pride of Tameside Awards/Innovation Awards People and Places Scorecard Budget Consultation Twitter, Facebook and Instagram Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Executive Leader's Annual Key Note Address Scrutiny Newsletter Customer Service	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		<p>Excellence</p> <p>GMPF Pensioner Forums</p> <p>GMPF Member Newsletters</p> <p>Member's Surgeries</p> <p>PACT – Partners and Communities Together</p> <p>Service specific consultation and engagement – Big Chat, Wellness, BSF, RIQ and Disabilities Conference</p> <p>Regeneration Partnerships</p>	
	<ul style="list-style-type: none"> • Ensure that career structures are in place for members and officers to encourage participation and development 	<p>People Strategy</p> <p>Annual Development Reviews/GEAR</p> <p>Member Development</p> <p>Training Plans</p> <p>Leadership Programme</p> <p>Coaching Programme</p> <p>Corporate Delivery Team Sessions</p> <p>Employee Survey</p>	

PRINCIPLE 6

<p>Engaging with local people and other stakeholders to ensure robust public accountability</p> <ul style="list-style-type: none"> • Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountable relationships • Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning • Making best use of human resources by taking an active and planned approach to meet responsibility to staff
<p>Local government is accountable in a number of ways. Elected local authority members are democratically accountable to their local area and this gives a clear leadership role in building sustainable communities. All members must account to their communities for the decisions they have taken and the rationale behind those decisions. All authorities are subject to annual review through the external audit of their financial statements. They are required to publish their financial statements and are encouraged to prepare an annual report. Their budgets are effectively subject to significant influence and overview by government, which has powers to intervene. Both members and officers are subject to codes of conduct. Additionally, where maladministration may have occurred, an aggrieved person may appeal either through their local councillor or directly to the ombudsman.</p>

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountable relationships	<ul style="list-style-type: none"> • Make clear to themselves, all staff and the community to whom they are accountable and for what 	Council Constitution Overview (Audit) Panel Scrutiny Panels Partnership Agreements District Assemblies Town Teams GMPF Local Board Tameside Enterprise Board Annual Scrutiny Report Council Website Elections Executive Leader's Annual Key Note	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Address Tameside Citizen Co-Located Partnership Teams GMPF Annual Report GMPF Annual General Meeting GMPF Local Board Hattersley Land Board Safe and Sound Decision Making Framework and Training	
	<ul style="list-style-type: none"> Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required 	Community Strategy TSP and LPSE People and Places Scorecard Tameside Investment Partnership Regeneration Partnerships TSP Delivery Boards Membership of Regional Bodies e.g. AGMA Children and Young People's Plan Local Education Partnership Local Public Service Executive	
	<ul style="list-style-type: none"> Produce an annual report on the activity of the scrutiny function 	Scrutiny Annual Report Scrutiny Webpages GMPF Local Board	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
<p>Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning</p>	<ul style="list-style-type: none"> Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure that they operate effectively 	<p>Tameside Engagement Strategy Citizens Panel Big Conversation Residents Opinion Survey Citizen Newspaper Peer Challenge Twitter, Facebook and Instagram TSP and LPSE People and Places Scorecard Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Annual Development Reviews/GEAR Employee Survey Customer Service Excellence District Assemblies Town Teams Tameside Enterprise Board Co-Located Partnership Teams Public Health Annual Report Executive Leader's Annual Key Note Address TSP/TMBC Website Service Specific Consultation/</p>	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Engagement Care Council	
	<ul style="list-style-type: none"> • Hold meetings in public unless there are good reasons for confidentiality 	Council Constitution – Access to Information Procedure Rules	
	<ul style="list-style-type: none"> • Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that sections of the community have different priorities and establish explicit processes for dealing with these competing demands 	Community Strategy People and Places Scorecard Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Budget Consultation Twitter, Facebook and Instagram Big Conversation Medium Term Financial Strategy Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Procurement Strategic Plan District Assemblies Town Teams Tameside Enterprise Board Corporate Plan TSP and LPSE Tameside Health and Wellbeing Board Strategic Planning and Capital Monitoring Panel	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Co-Located Partnership Teams Service Specific Consultation/Engagement Events Executive Leader's Annual Key Note Address GMPF Pensioner Forum GMPF Member Newsletter Local Education Partnership Board	
	<ul style="list-style-type: none"> Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result 	Community Strategy Consultation and Engagement Strategy Big Conversation Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Citizens Panel and Newsletter Tameside Citizen Twitter, Facebook and Instagram TSP/Council Website Annual Report Public Health Annual Report Joint Health and Wellbeing Strategy Executive Leader's Annual Key Note Address Social Media (Facebook and Twitter)	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Scrutiny Reports	
	<ul style="list-style-type: none"> On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period 	Corporate Plan Community Strategy Statement of Accounts Annual Report in Citizen Newspaper Executive Leader's Annual Key Note Address	
	<ul style="list-style-type: none"> Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to those specific circumstances where it is proper and appropriate to do so 	Council Constitution Freedom of Information Act Publication Scheme Big Conversation Twitter, Facebook and Instagram Transparency Payments Monitoring Officer Protocol Whistleblowing Policy GMPF Statement of Communications Policy Gifts and Hospitality Policy Corporate Plan District Assemblies TSP/Council Website Corporate Equality Scheme Corporate Complaints Procedure Budget Consultation	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		GMPF Forums/Newsletters	
<p>Making best use of human resources by taking an active and planned approach to meet responsibility to staff</p>	<ul style="list-style-type: none"> Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making 	<p>Minutes of Meetings Team Briefings Member/Officer Protocols Scheme of Delegation Safe and Sound Decision Making Framework and Training Staff Portal Council Constitution Corporate Delivery Team Sessions Annual Development Reviews/GEAR Employee Survey The Wire, Twitter, Facebook and Instagram Trade Union Protocols Employer/Employee Consultation Group Service Delivery Planning Chief Executives Brief</p>	

Draft Annual Governance Statement 2014/2015

This is a signed statement by the Executive Leader and Chief Executive certifying that governance arrangements are adequate and operating effectively within the Council.

Annual Governance Statement 2014/15

1. Scope of Responsibility

Tameside MBC is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and 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, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is also responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk. These arrangements are intended to make sure that we do the right things, in the right way, for the right people, in good time, and in a fair, open, honest and accountable way. The Council has approved and introduced a Code of Corporate Governance.

This governance statement explains how we have followed the code and the requirements of the Accounts and Audit (England) Regulations 2011.

The Greater Manchester Pension Fund (GMPF) is administered by the Council and regulated by the Local Government Pension Scheme (LGPS), which is written by the DCLG and passed by Parliament.

The Council delegates its function in relation to maintaining the GMPF to the following:-

- Pension Fund Management Panel
- Pension Fund Advisory Panel
- Pension Fund Working Groups
- The Executive Director of Pensions.

The Management Panel is chaired by the Executive Leader of the Council and all panels and working groups have elected members from the other nine GM Authorities, as the fund is accountable to its member authorities. Whilst the GMPF has different governance arrangements to other council services (which are all detailed on its website), all officers are employees of the Council and therefore comply with the Council's Code of Corporate Governance and Constitution. Specific reference will not be made to GMPF throughout the Annual Governance Statement unless appropriate to do so as it is considered to be part of the Council.

2. The Purpose of the Governance Framework

The governance framework comprises the systems and processes, and culture and values by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.

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 policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

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The governance framework has been in place at Tameside MBC for the year ended 31 March 2015, and up to the date of approval of the annual accounts.

3. The Governance Framework

Identifying and communicating the Council's vision of its purpose and intended outcomes for citizens and service users

The Council needs to set out a clear vision that members, employees and the public can identify with and help deliver as public services are changing rapidly due to new legislation and funding cuts. The vision flows from the Community Strategy 2012 - 22 and the Corporate Plan 2015 – 20 which was refreshed in February 2014.

The Council as a representative body exists to maximise the wellbeing of the people of the borough:-

- Supportive economic growth and opportunity;
- Increasing self-sufficiency and resilience of individuals and families; and
- Protect the most vulnerable.

These aims are achieved across the six Community Strategy themes that we are working with our community and all organisations in Tameside to deliver:

- **Supportive** To be a place where people from different backgrounds get on well together, where people are supported to live healthy and independent lives, and where people have a good quality of life in strong, cohesive and healthy communities.
- **Prosperous** Tameside's people, businesses and places are resilient. Our aspirations and skills equip us for the modern economy, and we have the enterprise and infrastructure to support our growth. We value our traditional areas of expertise, and are broadening our economy into new areas. Public, private and voluntary sector organisations are working together with local residents to make Tameside thrive.
- **Learning** To be a place where expectations and achievements are raised in our schools, colleges and early years settings, so that young people have the best possible start in life and where adults can continue to improve their skills and contribute to economic prosperity within the Borough.
- **Attractive** To be a place that is clean, green and an attractive place to be for everyone. We are determined to pass onto future generations a better quality of environment than we inherited.
- **Safe** To be a place where everyone feels safe and secure, where crime and antisocial behaviour rates are low and continue to fall, and where people have respect for each other now and in the future.
- **Healthy** To be a place where everyone is both physically and mentally healthy. We want to reduce inequalities and deliver high quality health and social care services which protect our most vulnerable and offer people greater choice, independence and control.

No one organisation can achieve the change aimed for on its own. The Tameside Strategic Partnership and the Local Public Sector Executive are committed to working together along with the people of Tameside to achieve lasting change for the borough.

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The development of the Council's strategic approach through the Corporate Plan has been informed by a number of factors not least the following (although this list is not exhaustive).

- Ongoing engagement between the Council and local people
- Public Service Reform
- Greater Manchester Strategy and Greater Manchester Agreement
- Medium Term Financial Strategy and the need to make savings of £38 million over the next two years
- Peer Challenge
- Vision Tameside

The architecture of Tameside Council's strategic approach going forward is below.

Vision. Aims and Objectives. Key Priorities		Corporate Plan 2015-20
Delivery Projects	Longer-term (up to 10 years)	Growing Tameside
	Medium-term (up to 5 years)	5-year deliverables
	Shorter-term (1 year)	15 pledges for 2015
Outcomes framework/ performance management		People and Place scorecard

In support of the Corporate Plan we now have a route map of Growing Tameside which consists of fourteen long-term projects, 5-year deliverables (medium term) and the short term pledges for 2015. The programme of projects and initiatives, focus on local priorities that seek to improve outcomes for local communities and grow Tameside as a borough in accordance with the Community Strategy. At the Full Council meeting on 2 December 2014 the Executive Leader of the Council in his Annual Key Note Address outlined the 15 initiatives (the pledges) the Council will deliver during 2015.

- | | |
|---|-------------------------------------|
| • Youth jobs pledge | • Town centre loyalty scheme |
| • Tameside Enterprise Scheme | • £1million to tidy up town centres |
| • Free swimming events for under 16s | • Greening Tameside |
| • Helping older people feel safe in the homes | • Cheaper car parking |
| • Family activities | • Youth Council |
| • Free travel for the long-term unemployed | • Fair credit and fair pay |
| • Affordable homes | • £1 million to repair potholes |
| • Veteran's job pledge | |

Reviewing the Council's vision and its implications for the Council's governance arrangements

Because we understand our community, the Council's goals have remained relatively constant for the last ten years. There is a constant thread running between the Community Strategy, our Corporate Plan and the key service priorities. Sound corporate governance arrangements underpin the delivery of the vision. The Corporate Plan priorities for People and Place are as follows:

People – Tameside residents to have the best possible opportunities to live healthy and fulfilling lives.

Place – Tameside is a great place to live and work and the Council will strive to make it even better.

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The Peer Challenge recognised that the Council's key governance structures, including the Executive and arrangements like the Health and Wellbeing Board, are clear and appear to work well. The Peer Team heard consistently positive feedback from staff within the Council and external partner agencies on how leaders in the organisation communicate the change and aim to get staff involved.

Translating the vision into objectives for the Council and its partnerships

The Tameside Community Strategy 2012 - 22 is the borough's plan to maximise the wellbeing of the people of the borough. The Community Strategy brings together partners from across public services, industry, commerce and community and voluntary sectors. The strategy reflects the changing local priorities and emerging priorities. The vision is translated into objectives in the Corporate Plan as detailed above, which is supported by service plans, team plans, and individual development plans.

Measuring the quality of services for users, for ensuring they are delivered in accordance with the Authority's objectives and for ensuring that they represent the best use of resources and value for money

Effective challenge is an integral part of how the Council and its partners manage Tameside. It ensures that the partnership and constituent organisations remain focused on improvement and achievement. Challenge helps to identify areas for benchmarking and the development of best practice. Similarly, it supports individuals and teams further develop their own skills and capacity, which in turn helps to deliver better outcomes for local people.

The Tameside Challenge Framework has five main elements. They are:-

- Peer assessment and challenge;
- Performance Management – People and Places Scorecard;
- Big Conversation and Service Redesign;
- Scrutiny; and
- Risk Management.

In the absence of external inspection the Council commissioned a Corporate Peer Challenge via the Local Government Association and the final report was issued in June 2014. It reviewed:-

- Leadership and governance;
- Financial Viability;
- Organisational capacity;
- Economic growth; and
- Public service reform.

In the Executive Summary the review team concluded that:

“The council has a number of achievements on which it can continue to build. It has strong and stable political and managerial leadership. It has had a sound approach to financial management for a number of years which has stood it in good stead and enabled it to take early decisions to redesign services and manage the national public sector budget reductions. Frontline staff are proud, enthusiastic, energetic and a great asset to the council.”

Continual improvement has always been at the heart of the organisation and the results can be seen through our sustained record of achievement. In the External Auditor's Audit Letter dated October 2014, Tameside MBC received an unqualified value for money conclusion, which means that the Council has proper arrangements in place to secure economy, efficiency and effectiveness in the use of its resources and to ensure proper stewardship and governance. The External Auditor noted that:

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“The Council has responded positively to the challenges created by the reduction in central government funding and continues to show strong financial resilience and good financial planning and management arrangements”.

The Financial Resilience report produced by Grant Thornton, the Council’s external auditor, reviews four key areas:-

- Key indicators of financial performance
- Its approach to strategic financial planning
- Its approach to financial governance
- Its approach to financial control

The auditors use a red/amber/green rating to make their assessments. The definition of green is that arrangements meet or exceed adequate standards. Adequate arrangements identified and key characteristics of good practice appear to be in place.

All areas were assessed to be Green and of particular note were the following statements.

“Review against key performance indicators continues to show that the Council is in a strong financial position relative to its peer authorities, despite the challenging local government financial environment. Our review of indicators of working capital ratio, long term debt to tax revenue ratio, long term debt to long term assets ratio, useable reserves to gross revenue expenditure ratio and schools balances all rated the Council as green.”

“The Council has updated its review of service provision and business planning processes and due to the relative strength of its financial position is better placed than most other local authorities to respond to potential financial constraints to enable it to deliver effective services with reduced revenue funding. The business planning and budget setting process is embedded throughout the Council with a high degree of Member involvement.”

The Council’s performance management framework is also an important piece of the improvement jigsaw, ensuring that every member of staff has an Annual Development Review, where performance is reviewed and clear objectives set that connect their contribution to the Council’s priorities.

In these challenging times whereby funding is being reduced at a significant rate, and in the absence of any external corporate inspection, it is important to self-monitor and regulate to ensure that the Council reacts quickly and appropriately to the new challenges placed upon it. To ensure that savings can be delivered whilst ensuring that service delivery still meets the requirements of Tameside residents and stakeholders. The continued programme of service redesigns and the budget work being undertaken by the senior management team are pivotal to this success.

The Education Attainment Improvement Board is working with schools to improve outcomes in line with the aims and objectives of the Community Strategy.

Public health is now a recognised directorate within the Council and work continues to improve the health and wellbeing of the residents of Tameside.

Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the council and partnership arrangements

The Tameside Strategic Partnership (TSP) is chaired by the Executive Leader of the Council.

The Council Constitution sets out the roles and responsibilities of each Executive Member, and the responsibilities delegated to the Chief Executive, members of the Executive Team and senior

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managers of the Council, including the Director of Pensions. It includes the post and responsibilities of the Statutory and Proper Officers.

Protocols for effective communication are in place. Meetings have agendas and minutes published on the Council's Website including those relating to the TSP, and a Forward Plan is published. The Executive Leader's Annual Key Note Address, the Community Strategy, the Citizens Panel, the Citizen Newspaper, District Assemblies, Scrutiny and the Big Conversation and increasingly the use of Social Media (Facebook, Twitter and Instagram) are examples of how the Council communicates with partners and residents of the Borough.

The constitution is reviewed and updated regularly and changes are disseminated across the Council via the Chief Executives Brief, The Wire and team briefings

The Tameside Health and Wellbeing Board is a statutory partnership with health commissioners, providers and other interested parties. It is chaired by the Executive Leader of the Council and has developed the Tameside Health and Wellbeing Strategy that identifies priorities to address local health inequalities.

Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff

Members and Officers are governed by Codes of Conduct, Cabinet Portfolios, contracts of employment, employment rules and procedures, Professional Codes of Conduct and bound by the Constitution and Code of Corporate Governance.

The Council is committed to leading on and maintaining the highest standards of behaviour and in support of this hosts and chairs the National Anti-Fraud Network (NAFN). In addition to those mentioned above, documentation to eliminate corruption includes Procurement Standing Orders, Financial Regulations, Terms of Reference, Protocols for Gifts and Hospitality and Standards of Conduct and Ethics. The constitution is supplemented by the Whistleblowing Policy, Information Governance Framework and guidance on procedures relevant to individual services. Such guidance is accompanied by training and communications. The work of the Monitoring Officer, Standards Committee and the Standards Panel are fundamental in defining and achieving high standards.

Reviewing the effectiveness of the Council's decision-making framework, including delegation arrangements, decision making in partnerships and robustness of data quality

The Council has a well-defined decision-making process and scheme of delegation, which are documented in the constitution. It publishes a forward plan and all agendas and minutes of meetings can be found on the Council's public website. The Safe and Sound Decision Making Framework was introduced during 2014/15 and a training programme was delivered for managers to ensure that good processes are in place for making and implementing decisions, which are informed by good information and data, stakeholder views and an open and honest debate which reflects the interests of the community.

The robustness of data quality is the responsibility of managers and is reviewed as part of the Internal Audit and External Audit functions. Performance indicators, which are collated centrally, are regularly reported to the Senior Management Team and Members, via the People and Places Scorecard. A Corporate Performance Group chaired by the First Deputy (Performance and Finance) meets regularly and is responsible for; performance management and improvement including the oversight of the People and Places Scorecard, the corporate plan, service planning and service redesign and review.

Reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability

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The Council empowers its employees to be innovative and to find solutions to problems, but recognises that there are potential risks for the Council. Therefore, risk management is strong throughout the Council. As part of the Service Planning process, individual services develop their own risk registers and monitor controls. Significant and cross cutting service risks are amalgamated into the Corporate Risk Register. Every report presented to senior managers, panels, board and for key/executive decisions is risk assessed. The risk management process embraces best practice.

The Information Governance Framework which was introduced in November 2013 continued to be a key priority for the Council during 2014/15, ensuring that the guidance contained in the supporting documents was fully disseminated and embedded across all service areas. The Information Governance Group which was chaired by the Executive Director (Finance) ensured that the framework remained up to date and in line with the requirements of the Information Commissioners Office, the regulatory body for enforcing the requirements of the Data Protection Act. Specific 'classroom type' training was delivered for managers and staff working in high risk areas and guidance in relation to the retention and disposal of documents has been a priority as teams have moved out the Tameside Administration Complex (TAC). Information Governance, Risk Management and Data Protection training is delivered via a range of media, including briefing notes, the Chief Executive's Briefing, the Wire, workshops, DVD's and E-Tutorials.

Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained

The Council has an Anti-Fraud, Bribery and Corruption Strategy: Statement of Intent as part of the constitution. Internal Audit, those employed by Exchequer Services transferred to the DWP Single Fraud Investigation Services in February 2015, employs fraud investigators. All investigations are conducted in line with the fraud response plan and operational guidance notes. The Standards Panel (Chief Executive, Monitoring Officer and Section 151 Officer) receive monthly reports on investigations underway to monitor progress and provide direction where appropriate.

A whistleblowing policy is maintained and available on the Council's website.

Ensuring effective management of change and transformation

A Service Redesign Hub on the staff portal has been created as a reference point for managers to help effectively manage the change and transformation programme the Council is delivering. The guidance covers financial matters, legal, people, gathering evidence, Equality Impact Assessments and communication. A frequently asked questions section has been added to share learning across the Council. Progress is monitored by the both the Senior Management Team and the Executive Team. Reports are also provided to the Corporate Performance Group. The Safe and Sound Decision Making Framework compliments this guidance.

Ensuring 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 (2010) and, where they do not, explain why and how they deliver the same impact

The financial management arrangements in place conform with the CIPFA statement and the service was managed by the Executive Director (Finance) the Council's Section 151 Officer up to 31 March 2015.

Ensuring the Council's assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010) and, where they do not, explain why and how they deliver the same impact

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The Council's assurance arrangements conform with the governance requirements of the CIPFA statement. The Head of Risk Management and Audit Services reported directly to the Executive Director (Finance), the Section 151 Officer and reported on a quarterly basis to the Audit Panel and the Greater Manchester Pension Fund Ethics and Audit Working Group.

Ensure effective arrangements are in place for the discharge of the monitoring officer function

The Executive Director (Governance) is the Monitoring Officer for the Council and the function is detailed in the Constitution. A Monitoring Officer Protocol is in place and detailed on the website.

Ensure effective arrangements are in place for the discharge of the head of paid service function

The Chief Executive is the head of paid service and the role and function are detailed in the Constitution.

Undertaking the core functions of an audit committee, as identified in CIPFA's Audit Committees – Practical Guidance for Local Authorities

The Audit Panel does comply with the guidance issued by CIPFA and is regularly attended by our External Auditor. Training is assessed for members of the panel based on their existing skills and knowledge.

Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful

All reports to Senior Managers, Board, Panels, Working Groups, Council and for Key/Executive Decisions were subject to review by the Executive Director (Governance), the Monitoring Officer and the Executive Director (Finance), the Section 151 Officer. Internal Audit assesses compliance with internal policies on an ongoing basis and annually all members of the Executive Team (including the Director of Pensions) complete an assurance self-assessment, which includes questions on the above issues.

Standing orders, financial regulations and the scheme of delegation are all reviewed and updated regularly and presented to the Council for approval. All decisions of the Council are minuted and available on the website. Supporting procedure notes/manuals to manage risks and ensure consistency of approach are updated regularly and checked as part of the internal audit process.

The Medium Term Financial Strategy, the Budget Report and a detailed monitoring regime for both revenue and capital expenditure, together with the Section 151 Officer and Monitoring Officer ensures that expenditure is lawful. Officers of the Council are well trained, competent in their areas of expertise and governed by rules and procedures. Officers have regular supervision meetings to ensure that performance is satisfactory and the attendance at training seminars/courses ensures that officers are up to date with developments in their areas of expertise.

Whistle-blowing and for receiving and investigating complaints from the public

The Council has a published Whistleblowing Policy on its public website. An E- Tutorial has been rolled out for all staff to test their understanding of the policy and updates provided in the Wire. Allegations received are investigated by either Internal Audit or the Monitoring Officer. Complaints are received and monitored via the Customer Relationship Management (CRM) system, which includes an automatic escalation process if response targets are breached.

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Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training

Training needs are assessed using Annual Development Reviews for officers. The process takes into account the needs of the service and then identifies any gaps in the skills and knowledge of its workforce to enable it to meet its objectives. All training requirements are reviewed by management and then compiled into service training plans, which are submitted to People and Workforce Development to inform and direct the provision of future training and development opportunities. Training for members is assessed on an annual basis and a programme of events is scheduled to ensure both local and national subjects are covered.

Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

Significant improvements in the quality of life for our residents will only be achieved through effective partnership working. Working together through a shared vision for the future of the borough, to create a prosperous economy where people learn and achieve, feel safe and healthy and take active responsibility for their environment.

The Community Strategy and the Corporate Plan are two of the key documents that communicate the vision for Tameside, together with the overall architecture detailed above. The Executive Leaders Annual Key Note Address to Council in December outlines the priorities for the coming year.

In addition to the website, the Council has embraced social media (Facebook, Twitter and Instagram) as modern communication channels to endeavour to reach all sections of the community.

Tameside also conducts regular resident opinion surveys and uses the services of the Citizens' Panel for ongoing consultation. The Tameside Engagement Strategy sets out the way the Council will involve local people in shaping delivery of high quality services across the borough. It aims to help ensure that a co-ordinated and strategic approach to consultation and engagement is undertaken.

Consultation has continued using the Big Conversation which provides residents and service users the opportunity to express their views and opinions about the services they use and how they can be delivered in the future in light of the extremely challenging cuts faced by Tameside.

The budget consultation process used in 2014 allowed the Council to engage with a much wider audience. The budget simulator utilised which was a national tool helped the public understand the challenge of saving £38 million and participate in the discussion about how those savings can be made. The consultation ran from 16 September to 9 December and feedback was built into budget report presented to Full council in February 2015.

Accountability is demonstrated by the publication of the Statement of Accounts, the annual report in the Citizen Newspaper, the annual governance statement and the review of service plans and the People and Places Scorecard.

Enhancing the accountability for service delivery and effectiveness of other public service providers

This role is performed both by the Scrutiny function and by Tameside Members who sit on outside bodies' committees. The Scrutiny function conducts reviews across Tameside which may call into account other public service providers like the NHS. Reviews conducted are reported to the

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scrutiny panels and the programme of reviews and reports are available on the scrutiny website together with an annual report. Members who represent the Council on outside bodies are ensuring that service delivery is effective, providing a challenge function and that the needs of Tameside are taken into account.

The Education Attainment Improvement Board is working with schools across the Borough to improve outcomes.

Incorporating good governance arrangements in respect of partnerships and other group working as identified by the Audit Commission's report on the governance of partnerships, and reflecting these in the authority's overall governance arrangements

Good governance arrangements in respect of partnerships are demonstrated by the Tameside Strategic Partnership (TSP), and are the standard by which all partnerships are governed.

One of the main approaches we have always promoted in Tameside is working with partners. This is 'The Tameside Way'. It is through our strong and long-standing partnerships, along with new ones that may develop in the future, that help us to produce solutions and real improvements for local people and our community.

4. Review of Effectiveness

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. This review of effectiveness is informed by the work of the executive managers within the Council who have responsibility for the development and maintenance of the governance environment, the Head of Risk Management and Audit Service's Annual Report, and also by comments made by the external auditor and other review agencies and inspectorates.

The process that has been applied in maintaining and reviewing the effectiveness of the governance framework includes the following measures and actions:-

- The Council has adopted a planning and performance framework and carries out a programme of monitoring which runs throughout its annual cycle. This includes quarterly monitoring of all budgets, regular monitoring of Service Delivery Plans and the People and Places Scorecard.
- The Community Strategy and Corporate Plan are refreshed regularly to take into account changes in circumstances and need. These reviews are influenced from the outcomes of the Business Days held between the Executive Cabinet and the Executive Team.
- The Capital programme is regularly monitored and reported to the Strategic Planning and Capital Monitoring Panel, Overview (Audit) Panel and the Executive Cabinet.
- The Executive Cabinet carries out its functions in accordance with responsibilities outlined in cabinet portfolios, which are detailed in the Council's Constitution. Several non-executive members are appointed to specific roles to assist Executive Members in the delivery of their particular areas of responsibility. All roles are assigned at the annual meeting of the Council.
- There is a well established Overview and Scrutiny function, which has been revised and updated in the light of experience. Scrutiny Panels review the work of the Council throughout the year; make a series of recommendations to Executive Cabinet, which then require a formal response and action as appropriate. There is a public website where the public can access completed review reports and annual plans and annual reports.

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- To support delivery of the Medium Term Financial Strategy and be in a positive position to respond to the financial challenges facing Tameside, a structured programme of service reviews/redesigns has continued during the year. The continuation of this work is necessary to ensure that we are in a strong position to manage and use our resources effectively to maintain good outcomes and achieve the level of savings required. Service areas are looking for new and innovative ways of doing things as well as working more closely with our partners. Given the magnitude of the tasks the Council faces, consultation via the Big Conversation has continued so that residents' views on any changes can be taken into consideration. Budget Assurance Statements were signed by all Executive Directors in February 2015 providing assurance that financial processes were in place within each directorate and that a robust set of savings plans are in place and a clear delivery plan has been drawn up.
- The Executive Directors have each reviewed the operation of key controls throughout the Council, from the perspective of their own directorates, using a detailed assurance self-assessment. They have provided a signed assurance letter and identified any areas for improvement, which will form the basis of an action plan to this governance statement.
- The Executive Director (Governance and Resources), the Monitoring Officer, carried out a continuous review of all legal and ethical matters, receiving copies of all agendas, minutes, reports and associated papers, and commented on all reports that go to members and when necessary taking appropriate action, should it be required.
- The Assistant Executive Director (Finance), the Section 151 Officer, carried out a continuous review of all financial matters, receiving copies of all agendas, minutes, reports and associated papers, and commented on all reports that go to members and when necessary taking appropriate action, should it be required.
- The Standards Committee is responsible for standards and probity, and receives regular reports from the Executive Director (Governance and Resources), the Monitoring Officer.
- The role held by the Assistant Executive Director (Finance) conformed to the requirements of the five principals of the CIPFA Statement on the Role of the Chief Financial Officer (CFO) in Local Government (2010) during 2014/2015.
- The Audit Panel carries out an overview of the activities of the Council's risk management, internal audit and external audit functions. Members are provided with a summary of reports issued and their associated audit opinion. They approve the annual plans for each, and receive regular progress reports throughout the year. The Head of Risk Management and Audit Services presents to them an Annual Report and Opinion, and the External Auditor submits an Annual Audit Letter along with other reports during the year.
- The Internal Audit service provides a continuous review in accordance with the Council's obligations under the Local Government Act 1972, and the Accounts and Audit Regulations 2011. It operates under the Public Sector Internal Audit Standards and a self-assessment completed for 2014/15 shows that the service is fully compliant with all the standards, and the assessment was reported to the Audit Panel in May.
- The Council's External Auditors review the activities of the Council and issue an annual opinion on the annual accounts and a value for money conclusions. Conclusions and significant issues arising are detailed in their report to those responsible for governance.
- Progress on the further development areas identified in Section 5 are regularly reported to the Audit Panel throughout the year by the Head of Risk Management and Audit Services

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We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Audit Panel, and an action plan to address further developments and ensure continuous improvement of the system is in place.

5. Significant Governance Issues

No significant governance issues have been highlighted as a result of this review; however, areas for improvement arising from Internal/External Audit Reports and inspection reports have already been built into service area action plans and are monitored as part of the performance management framework.

Areas identified for further development include ensuring that:-

- The ongoing level of change across the organisation, reduced resources and staff capacity to deliver the challenges faced by the Council is managed by ensuring that proper governance procedures and risk management are in place to safeguard that the overall control environment is not adversely affected.
- The integration and partnership working with the Local Health Economy are instrumental in delivering a healthier Tameside, however as we move towards an Integrated Care Organisation it is critical that strong governance arrangements are introduced to ensure that positive outcomes are achieved through robust systems and procedures, that are open and transparent and monitored accordingly.
- Vision Tameside, which is a multi-million pound project in partnership with Tameside College, is delivered in accordance with agreed milestones and that the risks to service delivery during the interim period are kept under review to minimise disruption to the people and businesses of Tameside so that together the mutual benefits of the project will be recognised and celebrated. It is also important to ensure that the benefits of the new building are realised in terms of different ways of working and reducing future running costs.
- The risks associated with decanting from TAC and the transfer of the data centre to Rochdale MBC need to be managed to ensure that robust processes are in place to enable the council to continue to deliver its services effectively to maintain good outcomes for the residents of Tameside.
- As in last year, this continues to be a key issue for the Greater Manchester Pension Fund (GMPF) as the transfers from the Ministry of Justice Project draws to a conclusion, which involves transferring the Probation Service Pension Schemes into the GMPF. It is important that the process is managed and that a robust assurance process is in place to ensure that all the transfers are completed efficiently and effectively.

We propose over the coming year to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the improvements that were identified in our review of effectiveness and will monitor their implementation and operations as part of our next annual review.

Signed:

Signed:

.....
Councillor Kieran Quinn
Executive Leader of Tameside MBC

.....
Steven Pleasant
Chief Executive of Tameside MBC

Dated:

Dated: