

Annual Governance Statement 2019/20 – Improvement Plan
Review as at February 2021

Appendix 1

Ref	Area of Review	Improvement Identified for Implementation in 2020/21	Progress Reported As At October 2020	Progress Reported As at February 2021	Improvement Owner and Completion Date
1	2019/20 Vision Tameside (Carry Forward)	Options for Ashton Town Hall will be developed and reports presented to ensure full consideration of the options following the Council's governance process for approval. Vision Tameside – the remaining elements of the project to be completed as COVID-19 restrictions are lifted.	Options appraisal completed, cost planning underway following completion of which a report with recommendations to be drafted.	Options for Ashton Town Hall have been completed and a report is being prepared for discussion with Members in March 2021.	Director of Growth March 2021
2	Children's Services (Carry Forward)	The strengthened 'whole-council' commitment to improving the quality and impact of services for children noted by Ofsted continues to be clearly evident, most notably in relation to the 7 sustainability projects and more widely through the Tameside Safeguarding Children's Partnership. Leaders, both Officers and Members also retain an improved understanding of how well services are working for children and of their key priorities.	Since June 2020, positive progress continues to be made in Children's Services, supported by a range of performance data, but a clear focus remains on improvement and there is a focus on some specific areas, most notably permanency, the number of Cared for Children and placement sufficiency. Improvement plans are now in place in all key areas and are tracked through the appropriate oversight panels such as the Corporate Parenting Board.	Since October 2020, positive progress continues to be made in Children's Services, but significant pressures have entered the system since the last report, with notable increases in both contacts and open cases which has impacted negatively on some areas of performance/timeliness and increased caseloads. Staffing stability, reliance on agency cover and vacancy rates have worsened. A clear focus remains though on improvement and specific areas, most notably permanency, the	Director of Children's Services March 2021

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			<p>Oversight of performance continues to be provided through regular performance reviews with lead Members, the CEO, Tameside Safeguarding Children's Partnership and the Children's Improvement Board (CIB), with the CIB now receiving regular highlight reports and in September a detailed updating overview report of all improvement activity across Children's Services post the 2019 ILACs inspection.</p> <p>The 7 Cared for Children Sustainability projects were reported through to Board in September 2020 and will be updated on again in December 2020</p> <p>The post inspection year of DfE oversight and monitoring, focusing on evidencing continued improvement which was due to end in May 2020, was extended following a decision by the Minister not to allow any current level of DfE engagement with LAs to be reduced during COVID-19. This position is due to be reviewed in November 2020.</p>	<p>number of Cared for Children and placement sufficiency.</p> <p>Improvement plans are actively being worked in all key areas and are tracked through the appropriate oversight panels such as the Corporate Parenting Board.</p> <p>Oversight of performance continues to be provided through regular performance reviews with lead Members, the CEO, Tameside Safeguarding Children's Partnership and the Children's Improvement Board (CIB), with the CIB now receiving regular highlight reports</p> <p>The 7 Cared for Children Sustainability projects have now largely been delivered/remain on track, although there has been some slippage in delivery of additional targeted residential provision, but this is now planned to come on line Spring 2021.</p> <p>The post inspection year of DfE oversight and monitoring, focusing on evidencing continued improvement which was due to end in May 2020, was extended following a decision by the Minister not to allow any current level of DfE engagement with LAs to be reduced during</p>	

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			<p>COVID-19 has presented a number of challenges to the service, which have been proactively managed, but recent weeks have seen a significant upturn in demand across all areas.</p>	<p>COVID-19. This was though reviewed in November 2020 and brought to an end.</p> <p>COVID-19 has and continues to present a number of challenges to the service, which have been proactively managed, but the last 5/6 months have seen a spike in activity not seen since 2018/early 2019.</p> <p>A tight market for external residential placements and general increases in looked after children numbers across the country is placing additional financial pressure into the system.</p>	
3	Management of CCTV (Carry Forward)	Capital investment to update the CCTV system will be progressed during 2020/21.	<p>Progress of this review has been delayed due to the pressures of COVID-19. However, the review has now been highlighted as part of the Budgeting Process and will be picked up by the Operations and Neighbourhoods Savings Working Group.</p>	<p>Progress of this review has been delayed due to the pressures of COVID-19.</p> <p>The review is being picked up by the Operations and Neighbourhoods Savings Working Group.</p> <p>The laying of the Council's own fibre optic network (dark fibre) presents opportunities to better link the network and reduce costs to assist with the upgraded system.</p>	<p>Director of Operations and Neighbourhoods</p> <p>March 2021</p>

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4	Estates Management (Carry forward)	<p>The ongoing structure changes will be implemented by October 2020.</p> <p>The Strategic Asset Management Plan (SAMP), Disposal Policy, Surplus Property and Freehold Reversions Policy to be considered by Cabinet in July and August 2020.</p> <p>Service and occupational building needs to be reviewed by Oct 2020.</p> <p>Asset Review work to be commissioned Sept 2020.</p>	<p>SAMP has been approved.</p> <p>Disposal Policy has been Approved.</p> <p>Commencement of the disposal work has not yet started due to incomplete service restructure and resource pressures.</p> <p>Freeholds Reversion Policy has progressed and a report is to be presented at a November Board.</p> <p>Asset Review Work is subject to approval of the budget by Executive Cabinet - November 2020.</p>	<p>The "Work Smart" Project is underway, which will provide a plan for future workforce, accommodation and IT needs.</p> <p>Asset Review work and the commissioning of surveys has been approved by Executive Cabinet. The results of the review are due June 2021.</p> <p>The Freehold Reversions Policy has been approved by Executive Cabinet and applications are being processed as per the new policy.</p> <p>Some of the Tranche 1 disposals are now progressing to approval stage to market sites for sale.</p> <p>Secured approvals to close relevant buildings, deep clean as required and on-going Covid-19 safety checks being undertaken for TMBC operational estate.</p> <p>Site identified and associated FM requirements and property management arrangements were put in place for Humanitarian Hub, in response to the Covid-19 Pandemic.</p> <p>Sites identified, licenses, power supplies, soft FM and site management arrangements in</p>	Director of Growth March 2021

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				<p>place for Covid-19 Testing and Covid-19 Vaccination sites.</p> <p>Rent Reviews are being undertaken and the income generated by the commercial estate is increasing.</p>	
5	ICT Disaster Recovery and Business Continuity Planning (Carry Forward)	<p>During 20/21, the Council will for the first time have key systems hosted in a Disaster Recovery facility.</p> <p>The implementation of a new backup and recovery system, which will include off site tape storage and the adoption of the new Cyber Security Strategy with associated action plan means the Council is best placed to deal with physical disasters as well as Cyber incidents.</p>	<p>The new Data Centre is scheduled to be completed and handed over for commissioning in Dec 2020. IT systems will begin to be moved from their current location in Rochdale Council's Data Centre in February 2021 with the process completed by May 2021.</p> <p>The Disaster Recovery Centre is now complete and testing of the new infrastructure is underway. The facility will be operational by the end of 2020.</p>	<p>The handover of the new Data Centre has been delayed due to COVID-19 and will now be handed over in March 2021 after which time the in-house IT service will begin the commissioning work ahead of moving in systems from Rochdale.</p> <p>The Disaster Recovery facility located in the Data Centre at Tameside Hospital is now fully operational. The facility is initially being used as a stepping stone for systems moving away from Rochdale ahead of the new DC at AOB being available. To date around 60 of the 200+ systems have been migrated into it.</p> <p>Once the migration to the new DC is complete in June 2021 this facility will become the DR site for all key Council systems.</p>	Director of Finance March 2021

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6	Information Governance (Carry Forward)	<p>Compliance with GDPR and the Data Protection Act 2018 are a key priority for the Council and the Risk, Insurance and Information Governance Team.</p> <p>The Action Plan will be reviewed with the new Risk, Insurance and Information Governance Manager, and as capacity is added to the team, the improvements required will be allocated and delivered.</p>	<p>Recruitment to the two vacant posts on the Team was delayed due to COVID-19 and the new starters will not be in post until January 2021.</p> <p>The structure of the team is currently being reviewed to ensure that roles and responsibilities are allocated across all members of the Team.</p> <p>Following that, the Information Governance Plan will be reviewed and developed.</p>	<p>Recruitment to the Risk, Insurance and Information Governance Team is now completed.</p> <p>A draft Information Governance Work Plan was presented to the Information Governance Group at the end of January 2021. Work is now underway to allocate individual tasks and timescales to team members.</p>	<p>Director of Governance and Pensions</p> <p>Director of Finance</p> <p>March 2021</p>
7	Implementation of a Strategic Commissioning Function (Carry Forward)	<p>The Single Leadership Team need to continue to review and identify the appropriate risks across both organisations, on a regular basis including identifying mitigating actions and report on these through the appropriate governance routes in each statutory organisation.</p>	<p>The new Risk, Insurance and Information Governance Manager is drafting a proposed shared approach.</p> <p>Risks across both organisations continue to be managed.</p>	<p>Risks across both organisations continue to be managed and reported through the appropriate governance routes.</p> <p>The NHS white paper on integration and reform will be monitored and managed closely to ensure that all risks are understood and mitigated where appropriate.</p>	<p>Single Leadership Team</p> <p>March 2021</p>
8	Debtors (Carry Forward)	<p>Improvements being introduced to the Debtors System need to be embedded across the Council and these will then be tested by Internal Audit in the latter half of 2020/21 to provide assurance that the overall system is</p>	<p>COVID-19 has affected the progress in this area and the introduction of the new ways of working.</p> <p>Improvements will be assessed and the work plan re-evaluated.</p>	<p>Due to COVID-19 and the processing and payment of support grants to businesses and our most vulnerable individuals by the Exchequer Services team, the Debtors Review has been rescheduled to 2020/21.</p>	<p>Director of Governance and Pensions</p> <p>Director of Finance</p> <p>Revised to June 2021</p>

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		working effectively and fit for purpose.	The assessment by Internal Audit will be rescheduled to early 2021/22.		
9	Risk Management System (New)	To review the risk management systems in operation across the Strategic Commission and align them to ensure consistency of approach and reporting.	The Risk, Insurance and Information Governance Manager is now in post. The review has commenced, however, capacity issues are currently affecting progress. Unfortunately, recruitment to the two vacant posts on the Team was delayed due to COVID-19 and the new starters will not be in post until January 2021.	The proposed approach, the updated Risk Management Policy and Strategy and the updated Corporate Risk Register are being reported to the March meeting of the Audit Panel.	Director of Finance Revised to March 2021
10	Budget Monitoring (New)	Following an Internal Audit review, the processes in place are being reviewed and improved to address the concerns raised.	The Post Audit Review (PAR) is ongoing. Improvements are being implemented and assurance will be provided at a future update once the PAR has been completed.	The PAR has commenced, however, due to capacity issues within the audit team, due to their work supporting the COVID-19 response and the prioritisation of resources within the Finance Team to delivering the budgeting process completion has been delayed.	Director of Finance Revised to March 2021