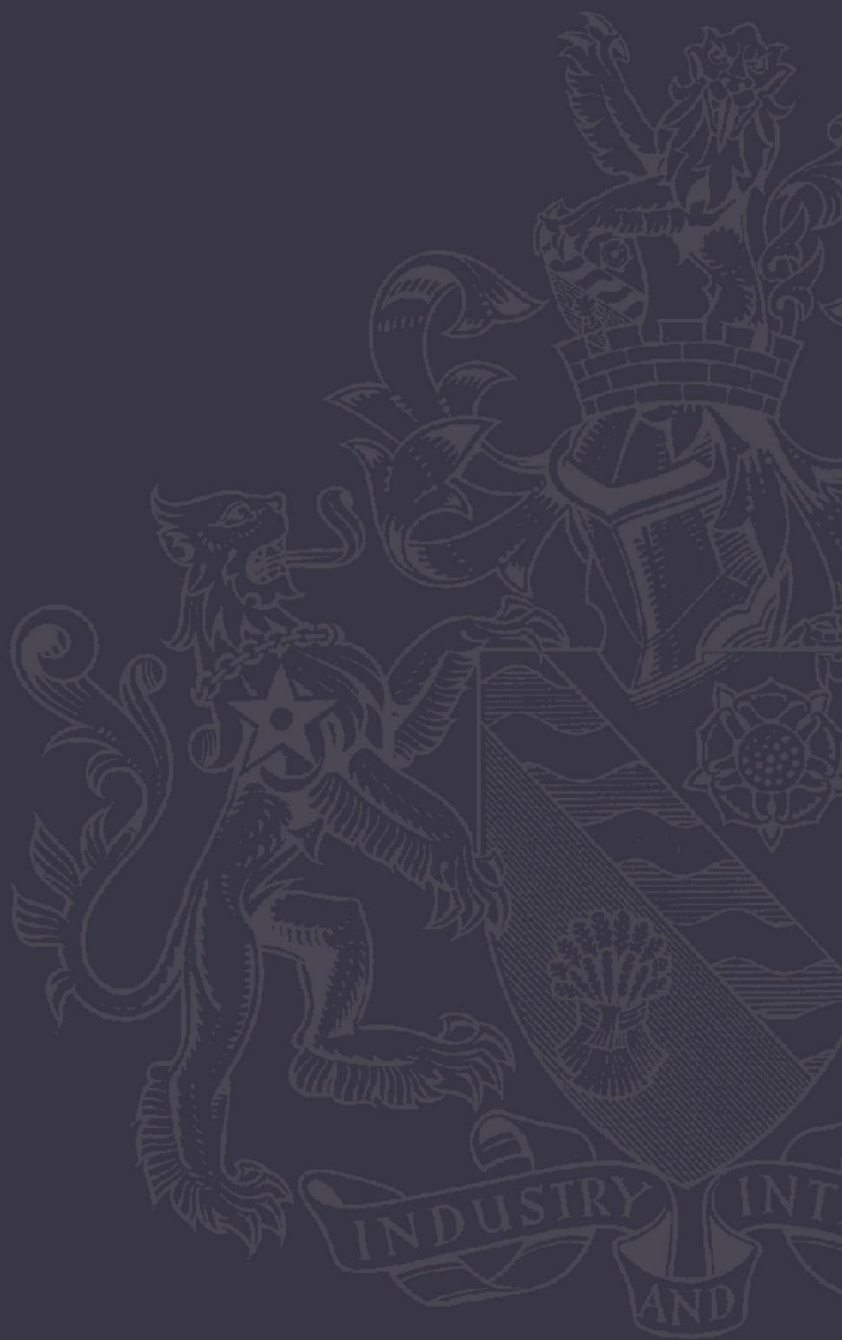


Annual Governance Statement 2024/25



Executive Summary

Like all local authorities, Tameside Metropolitan Council is responsible for ensuring that:

- business is conducted in accordance with all relevant laws and regulations
- public money is safeguarded and properly accounted for
- resources are used economically, efficiently, effectively and equitably to deliver agreed priorities and benefit local people.

The Chartered Institute of Public Finance and Accountancy / Society of Local Authority Chief Executives (CIPFA/SOLACE) Delivering Good Governance in Local Government Framework (2016) also expects local authorities to put in place proper governance arrangements to ensure that these responsibilities are being met. Tameside Metropolitan Council has approved and adopted a Code of Corporate Governance (the Code). The Code, which is consistent with the principles of the CIPFA/SOLACE Framework, sets out the framework for ensuring each of the core principles of good governance is met by the council and is reviewed annually. The Code is intended to support the leadership of the Council with developing and maintaining robust governance arrangements.

This Annual Governance Statement (AGS) explains how well the council has complied with the Code of Corporate Governance and provides an overview of how the council's governance arrangements have operated during 2024/25 and up to the date it is signed (the final version will be signed on the date the council's financial statements are approved as final). It also meets the requirements of the Accounts and Audit Regulations 2015, which require the council to publish an AGS in accordance with proper practice in relation to internal control.

We also have a duty to continually review and improve the way we work. In demonstrating compliance with the Code, we have also reflected on the governance improvements we have made during the year and areas identified as part of the year-end review as requiring improvement.

Reviewing Effectiveness

The Process

The governance framework comprises the systems and processes, culture, and values by which the authority is directed and controlled and the activities through which it accounts to, engages with, and leads the community. It takes account of the environment in which the council now operates and aims to ensure that:

- resources are directed in accordance with agreed policy and according to priorities,
- that there is sound and inclusive decision making,
- there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

The Code of Corporate Governance ("the Code") is intended to support political and officer leadership with developing and maintaining robust governance arrangements across the

whole governance system including partnerships, shared services and alternative delivery vehicles.

Three Lines of Assurance

The review is informed by:

- **First Line (Management) Assurances** – Assurances received from managers across the council that core elements of the governance arrangements are in place and effective.
- **Second Line (Oversight Functions) Assurances** – The council's Assurance Framework has a number of statutory officers and central functions in place to provide oversight of aspects of the council operations. These officers and teams are well placed to monitor and give a view on how well the council is complying with the governance arrangements as set out in the Code in their areas of responsibility.
- **Third Line (Independent) Assurances:** The council's External Auditors are required to independently audit the council to provide an opinion on the truth and fairness of the financial statements. In addition, the external auditors consider and report on the council's arrangements to secure economy, efficiency and effectiveness in its use of resources. The External Auditors attend meetings of the Audit Committee throughout the year.

The Chief Audit Executive has provided an annual opinion sourced from a programme of assurance work completed through the year. Where audit work identifies control issues, action plans are developed with management to improve arrangements.

Other external independent review bodies carry out inspections to review the council's arrangements. These can be externally required or requested by the council where an independent view of specific arrangements is felt beneficial.

Where arrangements are found not to be working as effectively as they should be, these are recorded. Significant governance issues, where arising, are clearly identified at the end of the statement.

Conclusions and Statement of Commitment



Good governance is about ensuring that an organisation is effectively and properly run. It is how the council shows it is taking decisions for the good of the people of Tameside, in an inclusive and open way. It requires standards of behaviour that support good decision making, collective responsibility, individual integrity, openness, and honesty. It is fundamental to showing that public money is well spent, and without good governance the council will struggle to improve services and deliver its objectives. The council's Code of Governance details the measures in place to ensure effective governance across the council.

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance arrangements including the system of internal control. This review involves a range of different activities that include self-assessments, views of Statutory Officers, Chief Auditor Executive's Annual Opinion, external audit work, external inspections as well as on-

going monitoring activities undertaken as part of the organisation's performance management framework.

2.3 Where improvements have been identified, these have been identified and are regularly reviewed.

Signed on behalf of Tameside Metropolitan Borough Council

	
Cllr. Eleanor Wills	Harry Catherall
Leader of the Council	Chief Executive
Date: 30/06/2025	Date: 30/06/2025

Governance Framework

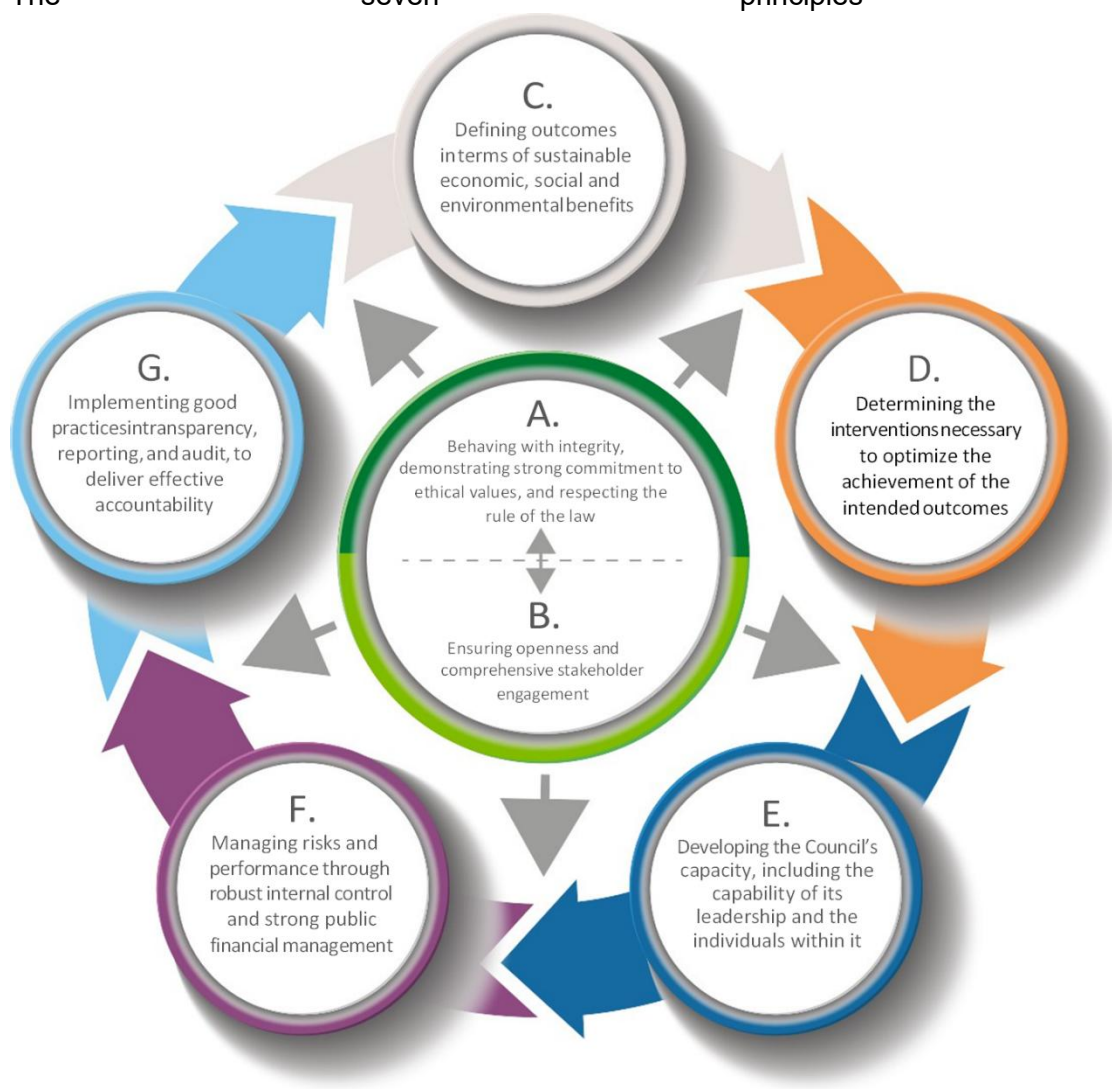
Introduction

The Local Code of Corporate Governance provides a means of demonstrating that a sound level of governance is operated. The local code acts as a means of assurance, but also a mechanism for achieving continuous improvement. This approach is consistent with the principles of the CIPFA/Solace *Delivering Good Governance in Local Government* framework. The principles are set out below:

The Principles of Good Governance

The Council has a Code of Corporate Governance, which is consistent with the seven principles of Corporate Governance as set out in the CIPFA/SOLACE (2016) Framework: *Delivering Good Governance in Local Government*. The [Council's Code](#) is located on the website and subject to annual review.

The seven principles are:



The following pages set out a summary of the key governance controls, mapped against the CIPFA principles.

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

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law

Behaviours and Actions that Demonstrate Good Governance in Practice	The Council will Achieve/Evidence This Through
Behaving with integrity	
Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.	<ul style="list-style-type: none"> • Member Code of Conduct • Officer Code of Conduct/Conduct Rules • Standards Committee • Elected Member and Officer Induction/Training • Strategic Leadership Team (SLT), Extended Leadership Team (ELT), Manager Network, Employee Conference, Employee Forum and Inclusion Networks • People Plan - Strive Values • Whole Workforce Survey • My Performance Annual Development Reviews • Chief Executives Brief • The Wire
Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles).	<ul style="list-style-type: none"> • Corporate Plan • Executive Leader’s Annual Keynote Address • Constitution • Member Code of Conduct • People Plan – Strive Values • Elected Member and Officer Induction/Training • Extended Leadership Team, Manager Network, Employee Conference, Employee Forum and Inclusion Networks • Chief Executive’s Brief
Leading by example and using these standard operating principles or values as a framework for decision making and other actions.	<ul style="list-style-type: none"> • Council Constitution – Article 17 Decision Making • Declaration of Interests at meetings • Standards Committee
Demonstrating, communicating, and embedding the standard operating principles or values through	<ul style="list-style-type: none"> • People Plan – Strive Values • Whistleblowing Policy

<p>appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.</p>	<ul style="list-style-type: none"> • Anti-Fraud, Bribery and Corruption: Statement of Intent • Counter Fraud Policy and Strategy • Register of Gifts and Hospitality • Register of Interests • Complaints Policy • Codes of Conduct • Agendas/Minutes for Meetings
<p>Demonstrating strong commitment to ethical values</p>	
<p>Seeking to establish, monitor and maintain the organisation's ethical standards and performance.</p>	<ul style="list-style-type: none"> • Scrutiny function • Standards Committee • Constitution – Decision Making • Codes of Conduct (Members/Staff) • SLT, Extended Leadership Team and Manager Network • Elected Member and Officer Induction/Training • Whole Workforce Survey • My Performance Annual Development Reviews • People Plan - Strive Values
<p>Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.</p>	<ul style="list-style-type: none"> • Chief Executive's Brief • The Wire • Team Briefings • Management Training – Strive Programme • Workforce Development Plan • Contracts of Employment • Codes of Conduct (Members/Staff) • SLT, Extended Leadership Team, Manager Network, Employee Conference, Employee Forum and Inclusion Networks • Elected Member and Officer Induction/Training • Whole Workforce Survey • My Performance Annual Development Reviews • People Plan - Strive Values
<p>Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.</p>	<ul style="list-style-type: none"> • People Plan - Strive Values • My Performance Framework • Standards Committee • Recruitment Policies • Constitution • Codes of Conduct (Members/Staff)
<p>Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.</p>	<ul style="list-style-type: none"> • Requirements built into contracts and agreements. • STAR procurement process
<p>Respecting the rule of law</p>	

<p>Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.</p>	<ul style="list-style-type: none"> • Constitution • Statutory Guidance • Qualified Officers in post • Circulation of Legal Updates • Legal implications included on all reports presented to Panels/Committees and Full Council • Elected Member and Officer Induction/Mandatory Training/Training
<p>Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.</p>	<ul style="list-style-type: none"> • Statutory Officer roles • Job Descriptions/Person Specifications • Scheme of Delegation • Compliance with CIPFA's Statement on the Role of the Chief Financial Officer in Local Government (CIPFA, 2016)
<p>Striving to optimise the use of the full powers available for the benefit of citizens, communities, and other stakeholders.</p>	<ul style="list-style-type: none"> • Legal Implications are provided on all reports presented to Panels/Committees and Full Council.
<p>Dealing with breaches of legal and regulatory provisions effectively.</p>	<ul style="list-style-type: none"> • Monitoring Officer provisions • Legal Implications provided on reports • Statutory provisions • External/Internal Audit and Statutory Inspections • Ombudsman Complaints • Insurance Claims Handling Process
<p>Ensuring corruption and misuse of power are dealt with effectively.</p>	<ul style="list-style-type: none"> • Anti-Fraud, Bribery and Corruption Statement of Intent and procedures • Internal Audit Assurance • Disciplinary Procedure • Constitution • Financial Regulations and Procurement Rules • Bribery Act Guidance • Complaints/Whistleblowing/Standards

Principle B - Ensuring openness and comprehensive stakeholder engagement.

Local government is run for the public good; organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

<p>Behaviours and Actions that Demonstrate Good Governance in Practice</p>	<p>The Council will Achieve/Evidence This Through</p>
<p>Openness</p>	
<p>Ensuring an open culture through demonstrating, documenting, and</p>	<ul style="list-style-type: none"> • Council Website • Corporate Plan

<p>communicating the organisation's commitment to openness.</p>	<ul style="list-style-type: none"> • Data Protection Webpage • Freedom of Information • Transparency Pages • Engagement Strategy • Internally – Chief Executive's Brief • Internally – Communication and Engagement Framework • Internally - Extended Leadership Team, Manager Network, Employee Conference, Employee Forum and Inclusion Networks
<p>Making decisions that are open about actions, plans, resource use, forecasts, outputs, and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.</p>	<ul style="list-style-type: none"> • Constitution – Article 17 Decision Making • Agendas/Minutes for Meetings are published on the Council's Website
<p>Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.</p>	<ul style="list-style-type: none"> • Constitution – Article 17 Decision Making • Report Templates • Legal/Financial Implications provided on all reports presented to decision makers • Meeting dates for Full Council, Panels and Committees published on website • Constitution – Access to Information Procedure Rules • Agenda deadlines provided and adhered to • Safe and Sound Decision-Making guidance
<p>Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.</p>	<ul style="list-style-type: none"> • Corporate Plan • Consultations • Partnership Engagement Network • Neighbourhood Forums • Safe and Sound Decision-Making guidance • Engagement Strategy • Budget Consultation
<p>Engaging comprehensively with institutional stakeholders</p>	
<p>Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.</p>	<ul style="list-style-type: none"> • Service Area Plans • Corporate Plan • Partnership Engagement Network • Safe and Sound Decision-Making guidance • Engagement Strategy
<p>Developing formal and informal partnerships to allow for resources to be used more</p>	<ul style="list-style-type: none"> • Specific Partnership Agreements • Budget Report

<p>efficiently and outcomes achieved more effectively</p>	<ul style="list-style-type: none"> • Partnership Engagement Network • Cooperative Council Innovation Network
<p>Ensuring that partnerships are based on:</p> <ul style="list-style-type: none"> • trust • a shared commitment to change • a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit. 	<ul style="list-style-type: none"> • Partnership Agreements • Co-operative Council Innovation Network
<p>Engaging stakeholders effectively, including individual citizens and service users</p>	
<p>Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.</p>	<ul style="list-style-type: none"> • Consultation – Big Conversation • Neighbourhood Forums • Specific Partnership Agreements • Partnership Engagement Network • Engagement Strategy • Budget Consultation
<p>Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.</p>	<ul style="list-style-type: none"> • Communications Strategy • Engagement Strategy • Internally – Chief Executive’s Brief • Internally – Communication and Engagement Framework • Internally - Extended Leadership Team, Manager Network, Employee Conference, Employee Forum and Inclusion Networks
<p>Encouraging, collecting, and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.</p>	<ul style="list-style-type: none"> • Communications Strategy • Tameside Partnership Engagement Network • Neighbourhood Forums
<p>Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.</p>	<ul style="list-style-type: none"> • Communication Strategy • Complaints Procedure • Citizen Magazine • Engagement Strategy • Strategic Neighbourhood Forums
<p>Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity</p>	<ul style="list-style-type: none"> • Consultation • AGMA Meetings • Council/Health Meetings • Strategic Neighbourhood Forums
<p>Taking account of the interests of future generations of taxpayers and service users.</p>	<ul style="list-style-type: none"> • Corporate Plan • Service Plans • Budget Consultation • Big Conversation • Public Engagement Network

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

The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

Behaviours and Actions that Demonstrate Good Governance in Practice	The Council will Achieve/Evidence This Through
Defining outcomes	
Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions.	<ul style="list-style-type: none"> • Corporate Plan • Executive Leader's Keynote Address • Green Summit • Neighbourhood Summit • Support for Climate Emergency
Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.	<ul style="list-style-type: none"> • Corporate Plan • Community Engagement • Service Plans • Strategic Neighbourhood Forums
Delivering defined outcomes on a sustainable basis within the resources that will be available.	<ul style="list-style-type: none"> • Medium Term Financial Plan • Annual Budget Report • Monitoring Reports • Statement of Accounts
Identifying and managing risks to the achievement of outcomes.	<ul style="list-style-type: none"> • Risk Management Policy and Strategy • Performance Reports • Risk Management Comments on all reports to Decision Makers • Strategic Risk Register
Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.	<ul style="list-style-type: none"> • Corporate Plan • Service Plans • Executive Leaders Keynote Address • Performance Indicators • Budget Consultation
Sustainable economic, social, and environmental benefits	
Considering and balancing the combined economic, social, and environmental impact of policies, plans and decisions when taking decisions about service provision.	<ul style="list-style-type: none"> • Legal/Financial Implications on all reports provided to Decision Makers • Service Plans • Medium Term Financial Plan • Budget Report • Social Value in Commissioning
Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are	<ul style="list-style-type: none"> • Medium Term Financial Plan • Consultation

potential conflicts between the organisation’s intended outcomes and short-term factors such as the political cycle or financial constraints.	<ul style="list-style-type: none"> • Decision Making reports/minutes are published on Website • Forward Plan • Legal/Financial/Risk Management Implications on all reports provided to Decision Makers
Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social, and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.	<ul style="list-style-type: none"> • Consultation • Constitution Article 17 - Decision Making • Public Engagement Network
Ensuring fair access to services.	<ul style="list-style-type: none"> • Corporate Equality Scheme • Equality Impact Assessments

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

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

Behaviours and Actions that Demonstrate Good Governance in Practice	The Council will Achieve/Evidence This Through
Determining interventions	
Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore, ensuring best value is achieved however services are provided.	<ul style="list-style-type: none"> • Constitution Article 17 – Decision Making • Forward Plan • All reports to Decision Makers have legal/financial and risk management comments • External Audit – Value for Money Conclusion • Safe and Sound Decision-Making Guidance
Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	<ul style="list-style-type: none"> • Consultation Feedback • Medium Term Financial Plan • Complaints/Service Requests • Revenue/Capital Monitoring • Budget Consultation
Planning interventions	

Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities, and targets.	<ul style="list-style-type: none"> • Meeting dates published • Forward Plan • Service planning process
Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	<ul style="list-style-type: none"> • Communication Strategy • Partnership Engagement Network • Mental Health Collaboration • Big Conversation
Considering and monitoring risks facing each partner when working collaboratively including shared risks.	<ul style="list-style-type: none"> • Specific Partnership Agreements • Risk Registers
Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	<ul style="list-style-type: none"> • Service Planning • Business Continuity Plans
Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured.	<ul style="list-style-type: none"> • Service Planning • Performance Indicators • Annual Reports
Ensuring capacity exists to generate the information required to review service quality regularly.	<ul style="list-style-type: none"> • Performance indicators are reported; benchmarking is undertaken and corrective action taken where necessary • Review of Service Plans
Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan.	<ul style="list-style-type: none"> • Budget Consultation • Corporate Plan • Medium Term Financial Plan • Budget Report • Executive Member Consultation • Savings targets and monitoring
Informing medium- and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.	<ul style="list-style-type: none"> • Corporate Plan • Medium Term Financial Plan • Budget Report • Revenue and Capital Monitoring • Savings targets and monitoring
Optimising achievement of intended outcomes	
Ensuring the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints.	<ul style="list-style-type: none"> • Annual Budget Report • External Auditor Letter/Report • Revenue and Capital Monitoring • Savings targets and monitoring
Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term.	<ul style="list-style-type: none"> • Budget Guidance • Officer/Executive Member Consultation • Savings targets and monitoring
Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the	<ul style="list-style-type: none"> • Revenue and Capital Monitoring • Review of Medium-Term Financial Plan • Savings targets and monitoring

budgetary period in order for outcomes to be achieved while optimising resource usage.	
Ensuring the achievement of ‘social value’ through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is “the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes”.	<ul style="list-style-type: none"> • Budget Report • Statement of Accounts • Advice and Guidance from STAR Procurement

Principle E - Developing the entity’s capacity, including the capability of its leadership and the individuals within it.

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications, and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members.

Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

Behaviours and Actions that Demonstrate Good Governance in Practice	The Council will Achieve/Evidence This Through
Developing the entity’s capacity	
Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness.	<ul style="list-style-type: none"> • Revenue and Capital Monitoring • Service Reviews • Performance Reports • Statement of Accounts
Improving resource use through appropriate application of techniques such as benchmarking and other options to determine how the authority’s resources are allocated so that outcomes are achieved effectively and efficiently.	<ul style="list-style-type: none"> • Benchmarking undertaken where applicable • Co-operative Council Innovation Network • Budget process
Recognising the benefits of partnerships and collaborative working where added value can be achieved.	<ul style="list-style-type: none"> • Health and Social Care Partnership Board • Strategic Commissioning Groups • Mental Health Collaboration • Maternity Voices Partnership • Adults and Children’s Safeguarding Boards • Co-operative Council Innovation Network

<p>Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.</p>	<ul style="list-style-type: none"> • Workforce People Plan • Service Workforce Plans • Strive Leadership/Development Programme
<p>Developing the capability of the entity's leadership and other individuals</p>	
<p>Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.</p>	<ul style="list-style-type: none"> • Job Descriptions • Member Portfolios • Constitution Article 16 - Officers • Constitution – Appointment of Statutory and Proper Officers • Elected Member Induction / Senior Officer Induction Programme • Elected Member Development Programme
<p>Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body.</p>	<ul style="list-style-type: none"> • Constitution – Article 17 Decision Making • Constitution – Terms of Reference and Scheme of Delegation • Financial Regulations • Procurement Standing Orders
<p>Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.</p>	<ul style="list-style-type: none"> • Member Portfolios • Constitution Article 16 – Officers • Constitution – Appointment of Statutory and Proper Officers
<p>Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p> <ul style="list-style-type: none"> • ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged • ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis 	<ul style="list-style-type: none"> • People Plan • Elected Member Induction / Senior Officer Induction Programme • Senior Officer / Officer Induction Programme • Elected Member Development Group • Elected Member Development Strategy • My Performance Framework • Member Development • Strive Leadership and Aspiring Leaders Programmes • Training Programmes • Induction programme for Staff • Induction programme for Members • Member/Senior Officer Development Days • Scrutiny Panels • Media Training for Members and Senior Management • Me Learning System

<ul style="list-style-type: none"> ensuring personal, organisational and system wide development through shared learning, including lessons learnt from governance weaknesses both internal and external. 	
<p>Ensuring that there are structures in place to encourage public participation.</p>	<ul style="list-style-type: none"> Strategic Neighbourhood Forums The Big Conversation Citizen Magazine Partnership Engagement Network
<p>Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections.</p>	<ul style="list-style-type: none"> My Performance Framework Supervision Meetings Executive Member Annual Reports LGA Peer Challenge External Inspections Development Days
<p>Holding staff to account through regular performance reviews which take account of training or development needs.</p>	<ul style="list-style-type: none"> My Performance Framework that explores performance and development need Yearly Corporate Training Needs Analysis Supervision Meetings Strive Leadership and Aspiring Leaders Programmes Officer Mandatory Training / Training Programmes
<p>Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.</p>	<ul style="list-style-type: none"> Health & Wellbeing Strategy and delivery framework Health and Wellbeing pages on Staff Portal Health & Wellbeing Ambassadors Whole Workforce Survey that specifically covers and address health & wellbeing Chief Executive's Brief The Wire Strive Leadership and Aspiring Leaders Programmes Risk Assessments People and Workforce Development Emails to Managers Staff Survey Staff Engagement Events

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

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system

and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision-making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

Behaviours and Actions that Demonstrate Good Governance in Practice	The Council will Achieve/Evidence This Through
Managing risk	
Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	<ul style="list-style-type: none"> • Risk Management Policy and Strategy • Strategic Risk Register • All reports to Council, Panels and Committee have to included risk management comments
Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.	<ul style="list-style-type: none"> • Risk Management Policy and Strategy • Strategic Risk Register updates to senior management and the Audit Panel • AGS Self-Assessment Checklists and Assurance Statements
Ensuring that responsibilities for managing individual risks are clearly allocated	<ul style="list-style-type: none"> • Risk Management Policy and Strategy • Strategic Risk Register
Managing performance	
Monitoring service delivery effectively including planning, specification, execution, and independent post implementation review.	<ul style="list-style-type: none"> • Service Plans • Performance indicators • Budget Monitoring • Benchmarking • Peer Reviews
Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation’s financial, social, and environmental position and outlook	<ul style="list-style-type: none"> • Publication of agendas and minutes of meetings • All reports to Council, Panels and Committees have to include legal, financial and risk management comments. • Agenda Preparation Timetables in place
Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation’s performance and that of any	<ul style="list-style-type: none"> • Scrutiny Function • Agendas and minutes of Scrutiny Panels • Scrutiny Panel Terms of Reference • Forward Plan • Scrutiny Annual Report

<p>organisation for which it is responsible (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making.</p>	<ul style="list-style-type: none"> • Constitution – Article 17 Decision Making • Use of Local Government and Social Care Ombudsman (LGSCO) in Depth Focus Reports • Overview Panel • Emails to Scrutiny Members – Guidance, Consultations and GM Scrutiny Outputs
<p>Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.</p>	<ul style="list-style-type: none"> • Agenda Preparation Timetable • Constitution – Access to Information Procedure Rules • Review of Corporate Plan
<p>Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements).</p>	<ul style="list-style-type: none"> • Financial Regulations • Procurement Standing Orders • Revenue and Capital Monitoring • Strategic Planning and Capital Monitoring Panel • Statement of Accounts
<p>Robust internal control</p>	
<p>Aligning the risk management strategy and policies on internal control with achieving the objectives.</p>	<ul style="list-style-type: none"> • Risk Management Policy and Strategy • Audit Plan and Audit Reports • Corporate Plan Review/Work Streams • Strategic Risk Register • Service Plans
<p>Evaluating and monitoring the authority’s risk management and internal control on a regular basis.</p>	<ul style="list-style-type: none"> • Audit Plan • Risk Management Policy and Strategy • Progress Reports presented to the Audit Panel • Annual Report from Head of Assurance • AGS Self-Assessment Checklists and Assurance Statements
<p>Ensuring effective counter fraud and anti-corruption arrangements are in place.</p>	<ul style="list-style-type: none"> • Fraud function compliant with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA 2014) • Anti-Fraud, Bribery and Corruption: Statement of Intent • Counter Fraud Policy and Strategy • Response to Assurance Letters received from External Auditors
<p>Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.</p>	<ul style="list-style-type: none"> • AGS • Public Sector Internal Audit Standards (PSIAS) • Progress Reports presented to the Audit Panel

	<ul style="list-style-type: none"> • Annual Report from Head of Assurance • AGS Self-Assessment Checklists and Assurance Statements
<p>Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body:</p> <ul style="list-style-type: none"> • provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment • that its recommendations are listened to and acted upon. 	<ul style="list-style-type: none"> • Audit Panel Terms of Reference • Agendas and Minutes published • Audit Panel Forward Plan
Managing data	
<p>Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.</p>	<ul style="list-style-type: none"> • Information Governance Framework • Information Governance Group • Data Protection Webpage • Data Protection Impact Assessments • Data Protection Officer in place • Data Protection and Cyber Security Training • AGS Self-Assessment Checklists and Assurance Statements • Public Services Network (PSN)
<p>Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies.</p>	<ul style="list-style-type: none"> • Information Governance Framework • Data Protection Impact Assessments • Data Sharing Protocol • Advice from Legal and Risk, Insurance and Information Governance Team provided • Project Groups established
<p>Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.</p>	<ul style="list-style-type: none"> • Internal Audit Plan • NHS Data Security and Protection Toolkit • Data Managers in place • Safe and Sound Decisions Guidance
Strong public financial management	
<p>Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance.</p>	<ul style="list-style-type: none"> • Medium Term Financial Plan • Budget Report • Savings Targets and monitoring • Revenue and Capital Monitoring • All reports presented to Council, Panels and Committees require Financial Comments
<p>Ensuring well-developed financial management is integrated at all levels of</p>	<ul style="list-style-type: none"> • Qualified Managers in post • Budget Report

<p>planning and control, including management of financial risks and controls.</p>	<ul style="list-style-type: none"> • Financial Business Partners work with Directorates • Revenue and /Capital Monitoring • Internal Audit Reports • Statement of Accounts • External Audit Completion Report and Annual Letter
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Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

Behaviours and Actions that Demonstrate Good Governance in Practice	The Council will Achieve/Evidence This Through
Implementing good practice in transparency	
<p>Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.</p>	<ul style="list-style-type: none"> • Council Website • Transparency Pages • Annual Reports • Social Media pages
<p>Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.</p>	<ul style="list-style-type: none"> • Statement of Accounts • Annual Report • Transparency Pages • Council Website •
Implementing good practices in reporting	
<p>Reporting at least annually on performance, value for money and the stewardship of its resources.</p>	<ul style="list-style-type: none"> • External Audit Completion Report and Annual Letter • Statement of Accounts • Annual Governance Statement (AGS) • Annual Report
<p>Ensuring members and senior management own the results.</p>	<ul style="list-style-type: none"> • Minutes of Meetings • Job Descriptions • Member Portfolios
<p>Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including any evidence to demonstrate good governance (annual governance statement).</p>	<ul style="list-style-type: none"> • AGS • AGS Self-Assessment Checklists and Assurance Statements • Internal Audit function • External Audit Completion Report and Annual Letter
<p>Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate.</p>	<ul style="list-style-type: none"> • AGS

<p>Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.</p>	<ul style="list-style-type: none"> • Statement of Accounts • External Audit Completion Report and Annual Letter • Deadlines in place • Qualified officers in post
<p>Assurance and effective accountability</p>	
<p>Ensuring that recommendations for corrective action made by external audit are acted upon.</p>	<ul style="list-style-type: none"> • External Audit Completion Report and Annual Letter • Minutes from Executive Cabinet/Audit Panel Meeting • Internal Audit Plan • External Audit Reports to the Audit Panel
<p>Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.</p>	<ul style="list-style-type: none"> • Internal Audit Charter • Internal Audit Strategy and Plan • Internal Audit Recommendation Tracking • Internal Audit Follow Up • Progress Reports presented to the Audit Panel • Annual Report from Head of Assurance presented to Audit Panel • Compliance with PSIAS
<p>Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations</p>	<ul style="list-style-type: none"> • Action Plans are formulated to ensure recommendations are implemented, e.g. Ofsted Inspection of Children's Services. • Service Peer Reviews • LGA Peer Review
<p>Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.</p>	<ul style="list-style-type: none"> • AGS • Statement of Accounts • Assurance Letters from External Auditors • AGS Self-Assessment Checklists and Assurance Statements •
<p>Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.</p>	<ul style="list-style-type: none"> • Specific Partnership Agreements • Partnership Boards • Mental Health Collaboration • Maternity Voices Partnership • Co-operative Council Innovation Network • Meeting agendas and minutes published on Council website.

2024/25 Review

Progress with the 2023/24 AGS Improvement Plan

REF	AREA OF REVIEW	IMPROVEMENT IDENTIFIED IMPROVEMENT OWNER TARGET DATE	PROGRESS
1	Technology Improvements	<p>To ensure the foundational technology platform is fully implemented, to provide the Tameside Council staff with the tools and assurances around security/information governance to work more effectively in an agile working environment. To also provide council services with the tools to drive service improvement digitally to improve the customer experience for the residents of Tameside Council. Finally, to also design and implement a data platform to provide more meaningful dashboards to assist with operational delivery and strategic planning.</p> <p>This will be through the implementation of the following:</p> <ul style="list-style-type: none"> • M365 implementation • Microsoft Power Platform implementation • Data Lake & Power BI Reporting implementation • Customer Relationship Management (CRM) Solution <p>Assistant Director ICT & Digital August 2025</p>	<p>The report that set out phase 1 of the Digital Transformation Programme was approved by Cabinet in September 2024. The report set out four projects which would put in place some of the foundational technologies and capabilities, these are:</p> <ol style="list-style-type: none"> 1. Microsoft 365 Technical Implementation 2. Microsoft 365 Adoption and Change Management 3. Social Care Reporting 4. Project Management software and Project Resources <p>There is work underway to scope out the business cases for the following projects to support the Digital Transformation Programme:</p> <ul style="list-style-type: none"> • Microsoft Power Platform implementation

		<p><u>Updated 23/05/2025</u></p>	<p>Customer Relationship Management (CRM) Solution.</p> <p><u>Contracts for the approved foundational technologies have been signed, and implementation has commenced for the technologies:</u></p> <ol style="list-style-type: none"><u>1. Microsoft 365 – the security and compliance features from the Microsoft suite have been fully implemented. One Drive migration is in the process of being rolled out to all users</u><u>2. The Microsoft Adoption and Change Partner has been onboarded and have completed an initial training needs analysis and are delivering training as part of the OneDrive rollout</u><u>3. The Data Platform supplier has also been onboarded, and the initial kick-off project meeting has taken place. The technical architecture is due to be configured in June, thereafter the data to be consumed by the data lake will be scoped out. Initial scope is to commence with Adult Social Care data, with Children’s Social Care data following thereafter.</u><u>4. The Portfolio Management solution is currently being configured and is</u>
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			<p><u>close to commencing pilots in critical areas</u></p> <p><u>A business case focused on the resident experience has been approved by Cabinet in April 2025. The investment will allow the Council to implement further technology, which will include the following:</u></p> <ol style="list-style-type: none"> 1. <u>Customer Relationship Management (CRM) Solution</u> 2. <u>Telephony Platform</u> 3. <u>Low/No Code Platform</u> 4. <u>Public Wi-Fi in Town Centres</u> 5. <u>New Website Platform</u> 6. <u>Artificial Intelligence – Co-Pilot</u> 7. <u>Back office transactional automations in Council Tax/Business Rates and Benefits</u>
2	<p>ICT Disaster Recovery/ Cyber Security</p>	<p>Services to review and agree their system recovery priorities in conjunction with the IT Service.</p> <p>Once determined systems will need to be put in place to ensure Tier 1 systems have full recovery checks and tests undertaken annually and Tier 2 systems every other year.</p> <p>An audit of the Cyber Security function is planned for Q2-Q3 (24/25), and this will provide any areas of improvement.</p> <p>Assistant Director ICT, & Digital & IG / DPO</p> <p>December 2024</p> <p><u>Updated 23/05/2025</u></p>	<p>A report will be presented to Senior Leadership Team (SLT) in relation to the Tier 1 and Tier 2 systems and associated test plans for approval.</p> <p><u>Initial Tier Systems Report presented to Strategic Leadership Team with recommendation of recovery plan and</u></p>

			<p><u>priority systems. Further engagement has taken place with Directorates to finalise a priority list, which is going back to Strategic Leadership Team for discussion and approval in June.</u></p> <p>Work is underway with Local Digital to pilot the NCSC Cyber Assessment Framework (CAF) as part of the CAF Ready Programme. <u>CAF Pilot completed successfully, and the Council was awarded £15k to further support with Cyber. Further engagement is continuing with Local Digital to develop Objectives A & D of the CAF.</u></p> <p>Salford Internal Audit Services are undertaking an audit around Objective B of the CAF framework to ensure the Council has the correct processes and controls in place.</p> <p>The Council have successfully achieved the NHS Data Security & Protection Toolkit (DSPT) requirements in June 2024. In addition, following on from the submission, the Council also achieved its Public Services Network (PSN) certificate in August 2024.<u>Work is underway to prepare for the DSPT submission for June 2025. Health-check (penetration test) is in the process of being scheduled in readiness for the Public Services Network (PSN) submission.</u></p>
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			The Cyber Security team is also working through the Cyber Essentials self-assessment ahead of submission, which will result in Cyber Essentials accreditation. <u>Work continues on the gaps identified through the self-assessment in readiness for self-assessment submission.</u>
3	Information Governance	<p>Carried forward from 2023/24 – Review of Information Governance policies.</p> <p>To ensure compliance with the ICO's Accountability Framework and relevant legislation, a detailed action plan is to be fully documented, subject to regular monitoring, and reporting on process to the Audit Panel.</p> <p>Head of Assurance March 2025</p> <p><u>Updated Assistant Director of ICT, Digital & IG / DPO</u> <u>Updated 23/05/2025</u></p>	<p>Completed</p> <p>All refreshed policies were presented to the Audit Committee in June 2024.</p> <p>The ICO have held their mid-year review and identified good progress on the action plan with a further assessment in mid-2025.</p> <p><u>No further changes.</u></p>
4	Financial Management Code	<p>The FM Code Review has identified areas of improvement around business partnering, organisational grip and delivery and managing costs across the Council. To improve this, the Council is embedding full business partnering, upgrading its accounting software to unlock the latest functionalities, training budget managers and holders and increasing accountability meetings for budget delivery.</p> <p>Assistant Director of Finance March 2025</p>	<p>Business partnering approach in place, training provided to the organisation. System has been upgraded, and additional functionalities will be rolled out in 2025/26 alongside further training and development to both finance and the business.</p> <p>Finance staff have been assessed against the CIPFA Competency Model, and a programme of development will be built to support skills gaps in the function over a multi-year period.</p>

			<u>No further update</u>
5	Children's Social Care (carried forward)	A revised Improvement Plan has been presented to the CIB and approved. It captures the feedback from all regulatory activity, including the 2 nd Monitoring Visit in children's social care. Clearer reporting of progress is now in place with an assurance and performance intelligence report in place. A 3 rd Monitoring Visit by Ofsted is expected Autumn 2025. Director of Children's Services June 2025	The Council is in formal intervention with an appointed Commissioner until the intervention notice is lifted by the DfE. A strategic improvement partner, Stockport LA, has been appointed and started January 2025. A permanent DCS was appointed and started January 2025.
6	SEND	The SEND Local Area Inspection, conducted May 2025, report is due to be published in later in July 2025 which will affirm the DfE current intervention plan for the LA. A new Improvement Board is due to commence July 2025 with a GM LA chair, the Bolton CEx. Director of Children's Services March 2027	The council is subject to an improvement notice for its performance in SEND, published in March 2025. This will be updated once the 2025 local area Inspection is published. There is regular reporting in place to the DfE as well as through the new Improvement Board.
7	Vision Tameside (carry forward) and Levelling Up funded Programmes	To complete the Ashton Town Hall project along with the remaining elements of the Vision Tameside project. There are further Levelling Up Programmes that must also be completed by March 2025 in Stalybridge and as such, and in line with the FM Code improvements, there is a need to improve capital monitoring and actions to bring spend in line with profile to ensure external funding is not lost. Director of Place March 2025	Phase 1 of the programme is on track to deliver to its agreed timescales with MHCLG. Further developments for Vision Tameside and Phase 2 for Ashton Town Hall will be included in the Capital Strategy detailed below for 25/26.
8	Corporate Plan Delivery	A new corporate plan was approved at March Council for the period 2024 – 2027. Delivery of this plan requires a new strategic delivery and performance framework to determine where delivery is on or off-track. Assistant Director of Workforce and Development July 2024	<u>A refreshed Corporate Plan has been developed and is being considered by Full Council (July 2025).</u> The delivery framework for the corporate plan was delayed due to wider changes at the Council. A revised framework will be

			<p>prepared with Executive Cabinet and taken through full Scrutiny and consultation by summer 2025. <u>The delivery and performance framework are progressing through the governance process in August.</u></p> <p><u>Updated Head of OD June 2025</u></p>
9	Financial Regulations and Contract Procedure Rules	<p>The Council's Financial Regulations were last wholesale reviewed in 2021 and have reached the three-year period for full review. The regulations need to conform to best practice and reflect the Council's governance arrangements following disaggregation from the Strategic Commission with the NHS. The Contract Procedure Rules will require amendment in response to changes from the Procurement Act 2023.</p> <p>Assistant Director of Finance / Assistant Director of STAR Procurement March 2025</p>	<p>The Procurement Act 2023 has been delayed and will now come into force on 24th February 2025, the Contract Procedure Rules will be amended following the implementation of the Procurement Act.</p> <p>The Councils Financial Regulations are under review and will be updated for March 2025.</p> <p><u>Update of FPR's complete and presented to Audit Committee. Further update is required during 2025/26 aligned to changes to the Constitution and Scheme of delegation. Carry forward on the AGS improvement plan for implementation during 2025/26</u></p>
10	Risk Approach and Maturity	<p>Further work is required to fully embed the Risk Management Policy & Strategy approved in December 2023, including taking the learning from the independent Risk Management review findings and ensuring these are fully implemented, with regular reporting on progress to the Audit Panel.</p>	<p>The Strategic Risk Register has been refreshed, shared with officers, and presented to the Audit Committee in September 2024.</p>

		Head of Assurance March 2026	Refreshed Risk Management Policy and Strategy to the Audit Committee in December 2024. Work is ongoing to refresh the Directorate Risk Registers. On target to fully complete this improvement action by the deadline.
11	Counter Fraud Approach	An operational plan to support the implementation of the two-year strategic Counter Fraud Plan contained in the new Counter Fraud Policy & Strategy approved in February 2024 is required to ensure that the Counter Fraud function and Counter Fraud approach is improved and modernised. Head of Assurance March 2026	This work is ongoing. A Fraud Risk Assessment has been completed, and work is ongoing to complete proactive counter fraud work and review the training offer. The training offer is programmed for a Q3 2025/26 go live.
12	IFRS16 Implementation	IFRS16 – Accounting for leases is mandatory in the public sector for accounts prepared for 2024/25. A plan for adopting IFRS16 is in place and will be implemented for April 2025. Assistant Director of Finance March 2025	This has been implemented for 2024/25 accounts closure however further work is required during 2025/26 to continue to develop our lease records to meet IFRS16 accounting requirements.
13	Prudential Code and MRP Changes	A consultation on the Prudential Code and setting aside MRP has concluded with changes to be reflected in the Council's Treasury Management Strategy and Capital Strategy from 2025. Certain changes will be implemented from September 2024 to which the Council has minimal exposure. Assistant Director of Finance September 2024	Implemented and a full independent review of the MRP policy has been conducted. Policy change recommended to budget council March 2025.
14	Corporate Governance and Assurance Framework	Review and update as required the Council's Codes of Corporate Governance and Assurance in line with learning from other Council's governance failures and the new LGA Improvement and Assurance Framework. Director of Resources and Borough Solicitor March 2025	Following changes in both political and officer leadership, this work has been paused and will form part of a wider review to begin from the municipal year 25/26.

Governance Issues Identified

2024/25 AGS Improvement Plan

Ref	Area of Review	Improvement Identified	Improvement Owner	Target Date
1	Business Continuity	The Council will strengthen its business continuity arrangements by updating service-level and corporate continuity plans to reflect emerging risks. Exercises and testing will be increased to enhance preparedness and ensure service resilience during disruptions.	Strategic Leadership Team	March 2026
2	Strategic Growth	There is a need to sharpen the Council's approach to strategic growth through clearer alignment with Greater Manchester priorities, improved economic intelligence, and stronger engagement with key stakeholders. This will support targeted investment, inward development, and sustainable regeneration across the borough.	Strategic Director of Growth	February 2026
3	Capital Strategy	The Council will enhance its capital strategy by improving the alignment between long-term investment plans and asset management priorities. A more robust approach to capital project appraisal, prioritisation, and performance monitoring will be embedded to ensure value for money and support delivery of key outcomes.	Acting Director of Finance/S151	Dec 2025

4	Strategic Commissioning	Improvements are required in strategic commissioning to ensure services are outcome-focused, evidence-based, and co-designed with partners and communities. The Council will develop a refreshed commissioning framework to strengthen governance, accountability, and contract management across commissioned services.	Assistant Director for All Age Commissioning	February 2026
5	Transformation	<p>The Council has an ambitious Transformation agenda as set out in the refreshed corporate plan; this includes 5 key areas for transformation aligned to the Corporate plan objectives:</p> <ul style="list-style-type: none"> Living Well in our Neighbourhoods Children's Social Care and SEND Improvement Housing Sufficiency, Quality Control and Environment Sustainability Strategic Growth Digital Transformation and the Resident Journey. <p>The council will strengthen its approach for the governance oversight and scrutiny of Transformation programmes to ensure these deliver improved outcomes for residents.</p>	<p>As defined within each Transformation Programme.</p> <p>Strategic Leadership Team</p>	February 2026