



CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Meeting to be held in Civic Hall, Leeds on
Thursday, 29th July, 2010
at 10.00 am**

MEMBERSHIP

Councillors

G Driver (Chair)	C Campbell	P Harrand	J Elliott
P Grahame	G Kirkland	W Hyde	
N Taggart	S Smith		
A Lowe			
J Lewis			
T Hanley			

Co-opted Member

G Tollefson
(Chair of Standards Committee)

A G E N D A

Item No	Ward	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

Item No	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81(3) if the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES OF THE PREVIOUS MEETING - 30 JUNE 2010</p> <p>To confirm as a correct record the minutes held on 30 June 2010.</p>	1 - 6
7			<p>LOCAL GOVERNMENT OMBUDSMAN ANNUAL LETTER - 2009/10 REPORT</p> <p>To receive a report of the Chief Customer Services Officer discussing the findings of the Local Government Ombudsman (LGO) Annual Letter.</p>	7 - 26
8			<p>ANNUAL INTERNAL AUDIT REPORT 2009/10</p> <p>To receive a report of the Deputy Chief Executive and the Director of Resources bringing to the attention of the Committee those issues raised by Internal Audit in 2009/10.</p>	27 - 66

Item No	Ward	Item Not Open		Page No
9			<p>UPDATE ON THE PROCESS FOR ENSURING IMPROVEMENT IN CHILDREN'S SERVICES IN LEEDS</p> <p>To receive a report of the Director of Children's Services providing Members with an update on the work that has been done during 2010 to monitor and support service improvement in Children's Services in Leeds.</p>	67 - 74
10			<p>PRINCIPLES GOVERNING THE MANAGEMENT OF S106 PLANNING AGREEMENTS & S278 HIGHWAYS AGREEMENTS</p> <p>To receive a report of the Chief Planning Officer providing the Committee with an overview of the current system for managing S106 Agreements in Leeds and an overview of the S278 Agreement process.</p>	75 - 82
11			<p>RIPA POLICY</p> <p>To Receive a report of the Assistant Chief Executive (Corporate Governance) the report outlines the Council's proposed policy on covert surveillance conducted under RIPA (Regulatory and Investigatory Powers Act 2000).</p>	83 - 90
12			<p>FRAUDULENT TENANCIES</p> <p>To receive a report of the Strategic Landlord providing the Committee with an outline of the types of irregularities to identify where tenancy fraud may be occurring and the information trigger points within the Council.</p>	91 - 98
13			<p>GOVERNANCE OF SIGNIFICANT PARTNERSHIPS</p> <p>To receive a report of the Assistant Chief Executive (Corporate Governance) informing the Committee of the outcome of: the annual review of the Register of Significant Partnerships and the annual review of the Council's involvement in its significant partnerships.</p>	99 - 132

Item No	Ward	Item Not Open		Page No
14			<p>WORK PROGRAMME</p> <p>To receive a report of the Assistant Chief Executive (Corporate Governance) notifying and inviting comment from the Committee upon the work programme for the municipal year 2010/11.</p>	133 - 140

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Agenda Item 6

Corporate Governance and Audit Committee

Wednesday, 30th June, 2010

PRESENT: Councillor G Driver in the Chair
Councillors N Taggart, G Kirkland, A Lowe, Tollefson, S Smith, P Harrand, J Lewis, T Hanley and T Leadley (as substitute for J Elliot)

Co-optee G Tollefson

Apologies Councillors P Grahame, C Campbell, J Elliott and W Hyde

14 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

15 Exempt Information - Possible Exclusion of the Press and Public

There were no resolutions to exclude the public.

16 Late Items

In accordance with his powers under Section 100 B (4) (b) of the Local Government Act 1972, the Chair admitted to the agenda the minutes of the previous meeting which was held on 23rd June 2010.

The late item was admitted to ensure that the minutes of the last meeting were approved by the Committee and be published as approved minutes.

17 Declaration of Interests

Councillor Driver declared a personal interest in Agenda item 7 (Minute 17) as a Member of Aire Valley Homes ALMO and as a Member of West Yorkshire Pension Fund.

Councillor Lowe declared a personal interest in Agenda item 7 (Minute 17) as a Member of West North West Homes ALMO and as a Member of West Yorkshire Pension Fund.

Councillor Lewis declared a personal interest in Agenda item 7 (Minute 17) as a Member of the West Yorkshire Integrated Transport Authority and as a Member of West Yorkshire Pension Fund.

Draft minutes to be approved at the meeting
to be held on Thursday, 29th July, 2010

Councillor Hanley declared a personal interest in Agenda item 7 (Minute 17) as a Member of the West Yorkshire Pension Fund.

18 Apologies for absence

Apologies were received from Councillors; C Campbell, W Hyde and P Grahame.

19 Minutes of the Previous Meeting 23 June 2010

RESOLVED - that, with the addition of Councillor Hanley as an attendee (which had not been correctly recorded) the minutes of the Corporate Governance and Audit Committee meeting held on 23rd June 2010 be approved as a correct record.

20 The Statement of Accounts 2009/10

The Principal Financial Manager (Resources) presented a report of the Director of Resources which introduced the 2009/10 Statement of Accounts for Leeds City Council for approval.

Members discussed the Statement of Accounts in detail and, in view of the absence of a KPMG representative, robustly challenged the Principal Financial Manager (Resources) on the following areas of the Statement of Accounts:

- the increase in debt and the reasons behind this;
- the situation with regards to pensions and how deficits will be managed in the future;
- the calculations behind the actuarial assumptions;
- the relevance of the cash flow statement and its meaning within the accounts of the Council;
- the workings of treasury management; and
- the Balance Sheet, specifically:
 - the creditors figure and how quickly the Council pays its creditors; and
 - what the General Fund Reserve Fund is used for and why it is needed.

RESOLVED – The Committee resolved to:

- approve the 2009/10 Statement of Accounts; and
- agree that the Chair acknowledge approval on behalf of the Committee by signing the appropriate section within the Statement of Responsibilities on page 1 of the accounts.

21 Decision Making Arrangements in Licensing

Assistant Chief Executive (Corporate Governance) presented a report which set out the arrangements in respect of decision-making in entertainment, alcohol and gaming licensing: and Taxi and Private Hire Licensing.

Members raised concerns on the licensing of scrap metal dealers and the need for monitoring of these businesses in light of the levels of theft relating to metal. Members also sought assurance that where external solicitors are used in cases of settlement that the Council's solicitors have the final say on the level of settlement made.

RESOLVED – The Committee resolved to:

- note the report; and
- request that the Assistant Chief Executive (Corporate Governance) provide Members with information regarding the monitoring of scrap metal dealers.

22 Annual Governance Statement

The Head of Governance Services presented a report of the Assistant Chief Executive (Corporate Governance) which provided an introduction and commentary to the Council's interim Annual Governance Statement for 2010.

Members discussed the need to maximise the benefits of the control environment the Council has in place and that progress made against this should be recorded.

Members also highlighted the need for more detail to be included in the Annual Performance Assessment of Adult Social Care.

RESOLVED – The Committee resolved to:

- approve the interim Annual Governance Statement in order that it can be included within the annual accounts; and
- note the Annual Governance Statement will be updated to include more detail in respect of the Annual Performance Assessment of Adult Social Care and the Annual Letter from the Local Government Ombudsman; and
- that the final version be presented to the Committee for final approval at the meeting to be held on 29th September 2010.

23 Annual Monitoring of Key and Major Decisions

The Head of Governance Services presented a report of the Assistant Chief Executive (Corporate Governance) which provided an annual review as requested at its meeting in February 2010 in respect of monitoring of Key and

Major decisions notified to Democratic Services during the financial year 2009/10.

Members commented on the good progress made with regards to the administration of Key and Major decisions notified to Democratic Services.

RESOLVED – The Committee resolved to:

- note the percentage of eligible decisions available for Call-In during the period 1 April 2009 and 31 March 2010 as detailed in appendix 1 of this report;
- note the percentage of Key Decisions that did not appear in the Forward Plan of Key Decisions during the period 1 April 2009 and 31 March 2010 as detailed in appendix 1 of this report;
- note the details of the Key Decision taken under Special Urgency provisions;
- note the further work to be undertaken in respect of financial commitments over £100,000; and
- note the assurances provided by the Head of Governance Services in this report.

24 Standards Committee Annual Report 2009/10

The Chair of The Standards Committee presented a report of the Assistant Chief Executive (Corporate Governance) which informed the Committee of the work undertaken by the Standards Committee during 2009/10. In presenting the report the Chair paid tribute to the officers who have supported the committee during the year.

In addition the Chair of the Standards Committee made reference to the Coalition Government's announcements with regard to "abolishing the Standards Board for England regime " and that further announcements were awaited with regard to the Members Code of Conduct and standards matters more generally.

The Committee acknowledged that some form of independent oversight of standards is likely to continue, albeit determined at a local level, in order to give confidence to the public, particularly following events in Westminster, about standards in public life.

RESOLVED – The Committee resolved to note the Standards Committee Annual Report 2009/10.

25 Assurance Framework

The Chief Officer (Audit and Risk) presented his report which explained the basis of the Internal Control Assurance Framework, the benefits of having such a framework and the effect this may have on influencing the work programme of the Corporate Governance and Audit Committee.

Members discussed the importance that the future work of the Committee is focussed on areas where it can be most effective.

Members raised concerns about the 2009/10 budget overspends and the recent problems in Children's Services which occurred despite the good control environment at the Council.

RESOLVED - The Committee resolved to request officers to bring forward a revised work programme for the Committee based on the views expressed by Members in considering the assurance framework.

(Councillor Taggart entered the meeting at 10.16 during the discussion of this item and Councillor Smith entered the meeting at 10.30 during the discussion of this item)

26 Work Programme

The Assistant Chief Executive (Corporate Governance) submitted a report notifying Members of the draft work programme for 2010/11.

Members commented that the work programme will be amended and reviewed when further information has been received from Officers as discussed in item 14 (Minute 25).

RESOLVED – Members resolved to note the contents of the draft work programme for the remainder of the year.

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Originator: Wendy Allinson

Tel: 26 60037

Report of the Chief Customer Services Officer

Corporate Governance & Audit Committee

Date: Thursday 29th July 2010

Subject: Local Government Ombudsman Annual Letter – 2009/10 Report

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

1. This report brings together performance data with regards to all Ombudsman cases received and dealt with by the Council during 2009/10. **See 3.2**
2. The Ombudsman has reported in the Annual Letter for 2009/10 that Leeds achieved an average response time of 21 days against the target of 28 calendar days. This is a very positive achievement and continues our year on year improvement as detailed in the summary table. **See 3.18**
3. For the second year in a row the Council has had **no cases of Maladministration resulting in a Public Report. See 3.25**
4. The actual number of Local Settlement cases continues to reduce along with a significant drop in the financial amounts paid out by the Council during the last year. **See 3.30**
5. It is pleasing to report that of the 17 cases that were originally received as Premature and were then resubmitted as full cases, in only 1 case did the Ombudsman provide a finding of Local Settlement and the finding was actually agreeing with our initial recommended outcome at stage 1 of the complaints process. **See 3.34**
6. The Annual Letter provides an update in section 2 on developments over the last year and coming months. Detailed within this report is a summary of the impacts these have had or will have on Leeds over the coming year. **See 3.35**

1.0 Purpose Of This Report

- 1.1 To discuss the findings of the Local Government Ombudsman (LGO) Annual Letter a copy of which can be found at the end of this report.
- 1.2 To consider what service or performance improvement may be required.

2.0 Background Information

- 2.1 The LGO introduced an individual Annual Letter for every Council for the first time in 2003/04. The 2004/05 letter was the first Annual Letter presented to the Corporate Governance and Audit Committee.
- 2.3 For Members convenience the full Annual Letter for 2009/10 can be found at the end of this report.

3.0 Main Issues

- 3.1 Although all services moved into the new directorates during 2008, complaints performance reporting continued under the old departments up to the end of May 2009. This was due to complaints management being coordinated, allocated and reported via the Corporate Customer Relationship Management (CRM) System – CRM Leeds. CRM Leeds was not updated to the new directorates until June 2009 and therefore complaints performance in this report is still under the old departments for the period April to May 2009 and under the new directorates for the period June 2009 to March 2010.
- 3.2 This report brings together performance data with regards to all Ombudsman cases received and dealt with by the Council during 2009/10.
- 3.3 The usual format of this report in the past has been to provide summaries of the issues raised by the Annual Letter regarding performance on resolving complaints in Leeds. The report has then also contained supporting evidence from services as to steps they have taken to resolve the issues highlighted and ensure that they do not occur again. This years Annual Letter does not highlight any particular areas of concern and therefore no directorate feedback is included.
- 3.4 As a council, we do however also complete our own Annual Report on all areas of performance on compliments and complaints, including stage 1, 2 of the complaints process and Ombudsman complaints. Within our Annual Report all directorates are required to provide feedback on any trends in complaints that they have identified over the year and what actions they have taken to address these. The directorates have also provided feedback on their Local Settlements on Ombudsman cases as part of our ongoing lessons learnt approach.
- 3.5 Data collated for the councils Annual Report for 2009/10 regarding our performance on Ombudsman cases has been included within this report. The full Annual Report was presented at Customer Strategy Board on 16th July 2010 and can be made available to Members, if required.
- 3.6 The data reported here mirrors that data provided by the Local Government Ombudsman except where otherwise stated and explained. The three main areas where the figures differ are:-

- 3.7 The Annual Letter states that we received 72 premature cases – we actually received and are reporting on 75 cases.
The Ombudsman no longer supplies us with details as to how many cases their Admin Team at Coventry have dealt with on an informal/formal premature basis, they just provide details on the numbers they have dealt with formally. The number of premature cases reported here is the actual number received by Leeds from the Admin Team at Coventry during 2009/10.
- 3.8 The Annual Letter states that 21 premature cases were returned to us as full cases – we are reporting on 17 cases.
Upon receipt we check every full case to see if it had been previously dealt with as a premature case. We are not notified of informal advice given and if the complainant comes back to the Council through our complaints policy and then proceeds to full case we would be unaware of this ever being a premature case.
- 3.9 The Annual Letter states that we paid £11,647 in Local settlements last year – we have reported £16,575.35.
The Ombudsman will not be able to actually record all Local Settlements paid without doing case follow up work e.g. they may close a planning case asking us to obtain a district valuer's settlement but will not know how much this will be to record and report on it. On all of our cases we track how much each settlement costs the Council in terms of compensation paid.

3.10 Performance on Ombudsman Complaints

3.11 Table 1 - Ombudsman - Complaints Received during 2009/10

Service Areas	07/08	08/09	09/10	
Adult Services			5	
Children's Services			3	
Corporate Governance			3	
City Development			28	
Early Years & Youth Services			0	
Education Leeds	24	42	43	
Environment & Neighbourhoods			18	
Policy, Planning & Improvement			0	
Resources			8	
Aire Valley Homes	15	17	18	
Belle Isle Tenancy Management	1	0	3	
East North East Homes	19	16	12	
West North West Homes	15	14	15	
Chief Executives	4	4	0	
City Services	24	15	4	
Corporate Services	11	5	0	
Development	47	22	3	
Learning & Leisure	3	9	2	
Neighbourhoods & Housing	13	21	3	
Social Care	8	5		
TOTAL	183	170	168	

- 3.12 Although the council received 168 cases from the Ombudsman's office during 2009/10, upon receipt of the provisional statistics from the Ombudsman in April 2010, a further 4 cases (already decided and closed) were identified that we had not previously been made aware of. Letters advising the Council of the decisions were requested and the relevant services have been informed. All four cases were found in the Councils' favour. The late notified cases were 2 for City Development, 1 for Resources and 1 for West North West Homes Leeds.
- 3.13 Of the 172 cases received for 2009/10, 96 of them arrived already determined and closed by the Ombudsman with findings of Out of Jurisdiction, Ombudsman's Discretion or No Maladministration, with no need for the Council to carry out a full investigation.
- 3.14 Of the 172 cases recorded against Leeds, only 76 full Ombudsman cases were allocated out to services across the Council for investigation and response.
- 3.15 The continued embedding of Case Conferencing has seen a high number of complex, cross service cases resolved speedily. We have also see a number of responses receiving compliments from the Ombudsman as to the detailed and comprehensive content and the willingness shown by services to learn from their mistakes.

3.16 Table 2 - Ombudsman Cases - Average Response Times

Service Areas	Average Response Time (Calendar Days)
Adult Services	30
Children's Services	26
Corporate Governance	13.5
City Development	24
Early Years & Youth Services	N/A
Education Leeds	16
Environment & Neighbourhoods	25
Policy, Planning & Improvement	N/A
Resources	20.5
Aire Valley Homes	21
Belle Isle Tenancy Management	18.5
East North East Homes	22.5
West North West Homes	26
Chief Executives	N/A
City Services	35
Corporate Services	N/A
Development	26.5
Learning & Leisure	26
Neighbourhoods & Housing	22
Social Care	N/A
TOTAL	

- 3.17 The average response times detailed in Table 2 are our internal response times showing from the day of receipt by the Council to the day returned to the Ombudsman. All cases are sent out to services electronically within 24 hours of receipt and are returned to the Ombudsman electronically.

3.18 The Ombudsman has reported in their Annual Letter for 2009/10 that Leeds achieved an average response time of 21 days against the target of 28 calendar days. This is a very positive achievement and continues our year on year improvement as detailed in the summary table detailed below.

3.19 Credit for response times averages reducing must be attributed in part to the excellent turn around times shown by both Education Leeds and Governance Services on Education Admission Appeals Cases which have helped reduce Education Leeds overall average to 16 working days on the 43 cases they received (not all of these were Appeals but the majority were). Education Admission Appeal Cases must be responded to within 14 calendar days. As only 76 cases were allocated out across the Council last year for investigation and response, the excellent performance by both Education Leeds and Governance Services on these cases has had a very beneficial affect on our overall average performance.

3.20 Table 3 - Summary Table

Financial Year	Ave Response Time
2009/10	21
2008/09	25.9
2007/08	31.1
2006/07	28.9
2005/06	32.2

3.21 The average timescales reported in Table 2 will differ slightly to those measured by the Ombudsman and reported in Table 3 as the Ombudsman counts from the day they send the case to the Council to the day they receive it back – the majority of cases are received electronically but a small number are still sent to us by 2nd class post.

3.22 Table 4 - Ombudsman – Case Outcomes (Decisions)

Period	Local Settlement	No Mal-Admin.	Mal-Admin.	Ombudsman's Discretion	Out of Jurisdiction	Service Failure	Mal-Admin. No Injustice	Total
2005/06	84	136	5	38	18	0	0	281
	30%	48%	2%	14%	6%	0%	0%	
2006/07	86	91	1	40	27	0	0	245
	35%	37%	1%	16%	11%	0%	0%	
2007/08	68	74	1	37	23	0	0	203
	33%	36%	1%	18%	11%	0%	0%	
2008/09	64	80	0	31	28	0	0	203
	32%	39%	0%	15%	14%	0%	0%	
2009/10	44	84	0	31	17	0	0	176
	25%	48%	0%	18%	10%	0%	0%	

3.23 The number of case outcomes received (176) in 2009/10 is different to the number of cases received (172) as some outcomes received during 2009/10 were for cases that were actually received by the Council in 2008/9. In the same way we will not receive some outcomes for cases received in 2009/10 until 2010/11.

- 3.24 It is pleasing to report that the % of cases being resolved by Local Settlement has reduced from 32% in 2008/09 to 25% and the % cases with a finding of No Maladministration have increased from 39% to 48%, with Ombudsman Discretion also seeing a small increase from 15% in 2008/09 to 18% in 2009/10. Findings of No Maladministration and Ombudsman Discretion are findings of no fault against the Council.
- 3.25 Along with the 6% of cases with the finding of Outside Jurisdiction, this equates to 75% of all cases taken to the Ombudsman where no fault was found against the Council.
- 3.26 It is also pleasing to report that for the second year in a row the Council has had **no cases of Maladministration proceeding to a Public Report.**
- 3.27 The Ombudsman is however currently considering a case for Public Report. The case in question is a Education Special Needs/Social Care case and was received by the Council in November 2008 and responded to. After dealing with and responding to a number of follow up enquiries from the Ombudsman, the Council was advised in September 2009 that the case was being considered for a Public Report. Regular contact is made with the Ombudsman's office regarding this case but no decision has been reached to date.

3.28 Table 5 - Ombudsman – Financial Settlements

Service Areas	Financial Settlement
Adult Services	£1,500.00
Children's Services	£500.00
Corporate Governance	£0.00
City Development	£250.00
Early Years & Youth Services	£0.00
Education Leeds	£3,724.35
Environment & Neighbourhoods	£1,150.00
Policy, Planning & Improvement	£0.00
Resources	£1,546.00
Aire Valley Homes	£1,305.00
Belle Isle Tenancy Management	£0.00
East North East Homes	£150.00
West North West Homes	£1,300.00
Chief Executives	£0.00
City Services	£575.00
Corporate Services	£0.00
Development	£4,575.00
Learning & Leisure	£0.00
Neighbourhoods & Housing	£0.00
Social Care	£0.00
TOTAL	£16,575.35

- 3.29 In total 44 of the 176 Ombudsman decisions (outcomes) received in 2009/10 had a finding of Local Settlement. Local Settlements are decisions discontinuing an

investigation because an acceptable Local Settlement has been obtained between the Council and the customer. These decisions relate to cases where there has been administrative fault and a remedy is agreed by the Council during the course of an investigation. Should an acceptable settlement not be agreed, or the fault is found to be severe, a finding of Maladministration would be made.

3.30 Detailed below are the total Local Settlement payouts made by the Council since 2005.

05/06 = 84 cases	£69,000.00
06/07 = 85 cases	£35,471.00
07/08 = 68 cases	£42,000.00
08/09 = 65 cases	£67,866.75
09/10 = 44 cases	£16,575.35

3.31 It is pleasing to see the actual number of Local Settlement cases continuing to reduce along with a significant drop in the financial amounts paid out by the Council during the last year.

3.32 The work carried out in services to improve the quality of complaint investigations at an earlier stage in the process is paying off as a higher number of Ombudsman cases are being decided in the Councils favour as detailed in Table 4 earlier in this report.

3.33 Table 6 – Premature Cases Re-submitted

Service Areas	Premature Complaints Resubmitted	Local Settlement Decision
Adult Services	0	
Children's Services	0	
Corporate Governance	1	
City Development	6	1
Early Years & Youth Services	0	
Education Leeds	0	
Environment & Neighbourhoods	1	
Policy, Planning & Improvement	0	
Resources	0	
Aire Valley Homes	6	
Belle Isle Tenancy Management	0	
East North East Homes	1	
West North West Homes	2	
	17	1

3.34 As a Council we received 75 cases from the Ombudsman last year that had been sent to them prematurely. These are cases where the customer has approached the Ombudsman before they have been through the Council's own complaints process. Such cases are returned to the Council so that we have a chance to resolve the issue via our complaints route. A small number of these customers (17) were not happy with the outcome of our investigations and again approached the Ombudsman and asked them to look at their case.

3.35 It is pleasing to report that of the 17 cases detailed above in only 1 case did the Ombudsman provide a finding of Local Settlement and the finding was actually agreeing with our initial recommended outcome at stage 1 of the complaints process.

3.36 The Annual Letter provides an update in section 2 on developments over the last year and coming months. Detailed below is a summary of the impacts these have had or will have on Leeds over the coming year.

- **New school complaints service.**

Leeds is not involved in the pilot and will not be affected by this until September 2011.

- **Adult Social Care: New powers from October 2010.**

The Adults Social Care Complaints Team are aware of the changes and potential of an increased number of cases from the Ombudsman.

- **Council first.**

This has been in place since April 2009 and Leeds has seen no real changes in procedure as this was already common practice for most of our cases.

- **Training in complaint handling**

We have in the past taken advantage of the LGO Training program and will again, if required. We do however now have our own internal training course that we encourage all complaint investigators to go on to improve performance in complaint management at an earlier stage.

- **Statements of reason**

Feedback on our thoughts and concerns were given to the LGO last year. No dates for go live have been given but we have seen that closure letters from the Ombudsman's office have become more formalized, in the format of a report.

4.0 Implications For Council Policy And Governance

4.1 The content of this report hold no issues for Council Policy or Governance however there are potential implications for the council if we do not continue to learn lessons and implement changes to processes / procedures where relevant, following the receipt and investigation of Ombudsman cases.

5.0 Legal And Resource Implications

5.1 This report is not considered to have any specific legal or resource implications, although individual LGO complaints may have both legal and financial implications, e.g. local settlements. Any Local Settlements made are met from the relevant Directorate / ALMO budget.

6.0 Conclusions

6.1 Although the report shows good performance we must be mindful of the current economic climate and continue to strive to resolve customer complaints at an early stage in the process – not just for the customer but to reduce the financial impact on council services.

7.0 Recommendations

7.1 The Board is asked to note the content of this report and acknowledge the ongoing improvements in performance and good feedback on the same from the Local Government Ombudsman.

Background Documents Used

The Annual Compliments & Complaints Report for 2009/10 - presented to the Customer Strategy Board on 16th July 2010 – Author - Wendy Allinson.

The Local Government Ombudsman's Annual Review for the year ending March 31st 2010 – Author – Mrs. A Seex – Local Government Ombudsman.

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Local Government
OMBUDSMAN

**The Local Government Ombudsman's
Annual Review
Leeds City Council
for the year ended
31 March 2010**

Local Government Ombudsmen (LGOs) provide a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, we aim to get it put right by recommending a suitable remedy. We also use the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

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Section 1: Complaints about Leeds City Council 2009/10

Introduction

This annual review provides a summary of the complaints we have dealt with about Leeds City Council. I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

There are two appendices to the review: statistical data for 2009/10 and a note to help the interpretation of the statistics.

Enquiries and complaints received

The number of enquiries and complaints about the Council received this year totalled 272. Our Advice Team gave advice in 32 cases and a further 72 complaints were judged to be premature. In these cases we either asked the Council directly to address the complaint or we advised the complainant to make a formal complaint to the Council. My office received 168 new complaints during the year. Of these, 21 were complaints initially determined by our Advice Team as premature but re-submitted to me by complainants dissatisfied with the way in which the Council had dealt with their complaint. The remaining 147 complaints were new complaints.

The Council will wish to know that the subject areas of the complaints received by me during the year break down as follows.

Housing	43
Education	42
Planning and Building Control	22
Transport and Highways	12
Adult Social Care	6
Children and Family Services	5
Public Finance	5
Benefits	1
Other	32

Complaint outcomes

I determined 176 complaints during the year, a figure which differs from the number of complaints received because of work in hand at the beginning and the end of the year.

Of those complaints determined by me, 17 were closed on the basis that they were not within my jurisdiction while in 31 further complaints I exercised the general discretion available to me not to pursue the matter. In 84 cases I found no evidence of maladministration by the Council sufficient to justify my continued involvement. The Council agreed to settle the remaining 44 complaints accepting that something had gone wrong and that it was appropriate to provide a remedy of some description for the complainant.

Reports

I issued no reports against the Council during the year.

Local settlements

We will often discontinue enquiries into a complaint when a council takes or agrees to take action that we consider to be a satisfactory response – we call these local settlements. 26.9% of all decisions on complaints in the Ombudsmen's jurisdiction were local settlements. The 44 complaints which the Council agreed to settle during the year amounts to 27.7% of the total number of complaints I determined and which were within my jurisdiction.

The Council agreed to pay, in total, £11647 in compensation during the year. Compensation was paid in 23 instances, the largest payment being £2224 [this to reimburse a parent for the cost of home to school transport costs] and the smallest payment being £30.00 [to compensate for the inconvenience to the complainant in pursuing a complaint about a minor housing repair]. The average compensation payment amounted to £506.00. In many cases a simple apology from the Council and, where appropriate, some action, was sufficient to satisfy me.

I am grateful to the Council for the generally positive attitude it showed when it was persuaded that something had gone wrong.

Liaison with the Local Government Ombudsman

I ask all authorities to respond to my enquiries within 28 calendar days. The Council took on average 21 days to respond to the 64 enquiries made during the year. This is a further improvement on last year and I thank the Council for its continued efforts to meet my timescales.

My staff have good working relationships with the Council's liaison staff who are approachable, accessible and always willing to discuss areas of concern. I am grateful to them for their very positive attitude towards the Liaison Officer's Seminar held in York this year.

Training in complaint handling

Part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

In previous years we have provided training in Good Complaint Handling to staff from your authority. We have extended the range of courses we provide and I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

Conclusions

I hope this review provides a useful opportunity for you to reflect on how the Council deals with those complaints that residents make to my office. If there are any issues that you wish to discuss, I or one of my senior colleagues would be happy to meet with the Council.

**Mrs A Seex
Local Government Ombudsman
Beverley House
17 Shipton Road
YORK
YO30 5FZ**

June 2010

Section 2: LGO developments

Introduction

This annual review also provides an opportunity to bring councils up to date on developments in the LGO and to seek feedback.

New schools complaints service launched

In April 2010 we launched the first pilot phase of a complaints service extending our jurisdiction to consider parent and pupil complaints about state schools in four local authority areas. This power was introduced by the Apprenticeships, Skills, Children and Learning Act 2009.

The first phase involves schools in Barking and Dagenham, Cambridgeshire, Medway and Sefton. The Secretary of State no longer considers complaints about schools in these areas. In September the schools in a further 10 local authority areas are set to join the pilot phase.

We are working closely with colleagues in the pilot areas and their schools, including providing training and information sessions, to shape the design and delivery of the new service. It is intended that by September 2011 our jurisdiction will cover all state schools in England.

A new team in each office now deals with all complaints about children's services and education on behalf of the Ombudsman. Arrangements for cooperation with Ofsted on related work areas have been agreed.

For further information see the new schools pages on our website at www.lgo.org.uk/schools/

Adult social care: new powers from October

The Health Act 2009 extended the Ombudsmen's powers to investigate complaints about privately arranged and funded adult social care. These powers come into effect from 1 October 2010 (or when the Care Quality Commission has re-registered all adult care providers undertaking regulated activity). Provision of care that is arranged by an individual and funded from direct payments comes within this new jurisdiction.

Each Ombudsman has set up a team to deal with all adult social care complaints on their behalf. We expect that many complaints from people who have arranged and funded their care will involve the actions of both the local authority and the care provider. We are developing information-sharing agreements with the Care Quality Commission and with councils in their roles as adult safeguarding leads and service commissioners.

Council first

We introduced our Council first procedure in April last year. With some exceptions, we require complainants to go through all stages of a council's own complaints procedure before we will consider the complaint. It aims to build on the improved handling of complaints by councils.

We are going to research the views of people whose complaints have been referred to councils as premature. We are also still keen to hear from councils about how the procedure is working, particularly on the exception categories. Details of the categories of complaint that are normally treated as exceptions are on our website at www.lgo.org.uk/guide-for-advisers/council-response

Training in complaint handling

Demand for our training in complaint handling has remained high, with 118 courses delivered over the year to 53 different authorities. Our core Effective Complaint Handling course is still the most popular – we ran some of these as open courses for groups of staff from different authorities. These are designed to assist those authorities that wish to train small numbers of staff and give them an opportunity to share ideas and experience with other authorities.

The new Effective Complaint Handling in Adult Social Care course, driven by the introduction of the new statutory complaints arrangements in health and adult social care in April 2009, was also popular. It accounted for just over a third of bookings.

Over the next year we intend to carry out a thorough review of local authority training needs to ensure that the programme continues to deliver learning outcomes that improve complaint handling by councils.

Statements of reasons

Last year we consulted councils on our broad proposals for introducing statements of reasons on the individual decisions of an Ombudsman following the investigation of a complaint. We received very supportive and constructive feedback on the proposals, which aim to provide greater transparency and increase understanding of our work. Since then we have been carrying out more detailed work, including our new powers. We intend to introduce the new arrangements in the near future.

Delivering public value

We hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your authority. We will keep you up to date through LGO Link as each development progresses, but if there is anything you wish to discuss in the meantime please let me know.

Mindful of the current economic climate, financial stringencies and our public accountability, we are determined to continue to increase the efficiency, cost-effectiveness and public value of our work.

**Mrs A Seex
Local Government Ombudsman
Beverley House
17 Shipton Road
YORK
YO30 5FZ**

June 2010

Appendix 1: Notes to assist interpretation of the statistics 2009/10

Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

Premature complaints: The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will either refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter, or give advice to the enquirer that their complaint is premature.

Advice given: These are enquiries where the LGO Advice Team has given advice on why the LGO would not be able to consider the complaint, other than the complaint is premature. For example, the complaint may clearly be outside the LGO's jurisdiction.

Forwarded to the investigative team (resubmitted premature and new): These are new cases forwarded to the Investigative Team for further consideration and cases where the complainant has resubmitted their complaint to the LGO after it has been put to the council.

Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2009/10 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2009/10 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

MI reps: where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

LS (local settlements): decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the LGO as a satisfactory outcome for the complainant.

M reps: where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

NM reps: where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

No mal: decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

Omb disc: decisions by letter discontinuing an investigation in which we have exercised the LGO's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

Outside jurisdiction: these are cases which were outside the LGO's jurisdiction.

Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

Table 4. Average local authority response times 2009/10

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

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Report of the Deputy Chief Executive & Director of Resources

CORPORATE GOVERNANCE & AUDIT COMMITTEE

Date: 29th July 2010

Subject: Annual Internal Audit Report 2010/11

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

On behalf of the Corporate Governance and Audit Committee and the Deputy Chief Executive & Director of Resources, Internal Audit acts as an assurance function providing an independent and objective opinion to the organisation on the entire control environment by evaluating its effectiveness in achieving the organisation's objectives. Its objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources.

The terms of reference of the Corporate Governance and Audit Committee require that the Committee considers the Council's arrangements relating to internal audit. This specifically includes considering the annual report and the opinion on the control environment contained in that report and monitoring the performance of internal audit.

This report concludes that the internal control environment is fundamentally well established and continuing to operate well in practice even though 2009/10 has been a challenging year for the organisation. There have been instances where the control environment was not strong enough or complied with sufficiently to prevent significant risks to the organisation. The areas of most concern in the year have been in Childrens Services and Adult Social Care and internal audit has been working closely with management in both these areas to improve key controls.

The overall conclusion is that Leeds City Council has a sound Governance Framework from which those charged with Governance can gain assurance. Internal Audit has made a number of recommendations to further improve the systems of control, notably Childrens Services, where improvements are urgently needed. Audit coverage during the year has provided sufficient evidence to conclude that the key financial control systems are sound and that, in the main, these controls continue to work well in practice although there are some areas, notably Adult Social Care and ALMO contract management, where improvements are necessary. However, no system of control can provide absolute assurance against material misstatement or loss, nor can Internal Audit give that assurance.

1.0 Purpose Of This Report

- 1.1 This report brings to the attention of the Committee those issues raised by Internal Audit in 2009/10.
- 1.2 The proposed Internal Audit Operational Plan has is also included as part of this report and has been challenged and agreed by the Deputy Chief Executive & Director of Resources.

2.0 Main Issues

- 2.1 The report contains a summary of completed jobs along with their individual opinions and highlights five key areas where improvements in the control environment are considered necessary.
- 2.2 This report has already been presented to CLT and each Director has confirmed that an Action Plan is in place and that progress will be monitored.
- 2.3 Internal Audit will continue to undertake a follow up audit where the impact has been determined as either 'Major' or 'Moderate' to ensure the revised controls are operating well in practice.

3.0 Implications For Council Policy And Governance

- 3.1 The terms of reference of the Corporate Governance and Audit Committee require the Committee to review the adequacy of the Council's corporate governance arrangements. This report forms part of the suite of assurances that provides this evidence to the Committee.

4.0 Legal And Resource Implications

- 4.1 None.

5.0 Conclusions

- 5.1 There are no issues identified by Internal Audit that would necessitate direct intervention by the Corporate Governance & Audit Committee.

6.0 Recommendations

- 6.1 That the Corporate Governance and Audit Committee receives the Annual Internal Audit Report 2009/2010 and notes the assurances given.
- 6.2 That the Corporate Governance and Audit Committee approves the Internal Audit Operational Plan for 2010/11.

LEEDS CITY COUNCIL

INTERNAL AUDIT ANNUAL REPORT AND OPINION

2009/10

The Annual Internal Audit Report 2009/2010

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2. REVIEW OF INTERNAL CONTROL

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Section 1

INTRODUCTION

The Annual Reporting Process

Management is responsible for the system of internal control and should set in place policies and procedures to help ensure that the system is functioning correctly. On behalf of the Corporate Governance and Audit Committee and the Director of Resources, Internal Audit acts as an assurance function providing an independent and objective opinion to the organisation on the entire control environment by evaluating its effectiveness in achieving the organisation's objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources.

Internal Audit is part of the Audit & Risk Division of the Resources Directorate. This report is the culmination of the work during the course of the year and seeks to provide an opinion on the adequacy of the control environment and report the incidence of any significant control failings or weaknesses. The report also gives an overview of audit performance during the year and outlines the proposed risk based Internal Audit Plan for 2010/11 for approval by the Corporate Governance and Audit Committee.

Requirement for Internal Audit

The organisation has a duty to maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control. This role is complemented by initiatives aimed at promoting effective corporate governance.

In 2006, CIPFA published a revised Code of Practice for Internal Audit in Local Government in the UK. The guidance accompanying the Accounts and Audit Regulations 2003 referred to this code as representing "proper internal audit practices". The Code defines the way in which the internal audit service should be established and undertaken, encompassing organisational and structural aspects.

In April 2006 amendments to the Accounts and Audit Regulations (England) 2003 had a further affect on internal audit for English authorities. Statutory Instrument 564/2006 came into force on 1st April 2006 and took effect from the 2006/7 financial reporting year. SI 564, Regulation 6, required bodies to review the effectiveness of their system of internal audit once a year and for the findings of the review to be

considered by a committee of the body, or by the body as a whole. Leeds has been proactive in defining what the system of internal audit is and has developed its own methodology to determine whether this system is effective. The conclusions of this review will be contained in a separate report to the Corporate Governance and Audit Committee.

Section 2

REVIEW OF INTERNAL CONTROL

Opinion 2009/2010

The Code of Practice for Internal Audit in Local Government in the UK 2006 states that the Head of Audit must provide a written report to those charged with governance timed to support the Statement on Internal Control (now the Annual Governance Statement). This report must include an opinion on the overall adequacy and effectiveness of the organisation's control environment, presenting a summary of how that opinion is derived including reliance placed on work by other assurance bodies.

The internal control environment is fundamentally well established and continuing to operate well in practice even though 2009/10 has been a challenging year for the organisation. There have been instances where the control environment was not strong enough or complied with sufficiently to prevent significant risks to the organisation. The areas of most concern in the year have been in Childrens Services and Adult Social Care and internal audit has been working closely with management in both these areas to improve key controls.

The overall conclusion is that Leeds City Council has a sound Governance Framework from which those charged with Governance can gain assurance. Internal Audit has made a number of recommendations to further improve the systems of control, notably Childrens Services, where improvements are urgently needed. Audit coverage during the year has provided sufficient evidence to conclude that the key financial control systems are sound and that, in the main, these controls continue to work well in practice although there are some areas, notably Adult Social Care and ALMO contract management, where improvements are necessary.

However, no system of control can provide absolute assurance against material misstatement or loss, nor can Internal Audit give that assurance.

How Internal Control is Reviewed

Internal Audit continues to embrace the risk assessment approach to audit. During the course of the year the risk map of the Authority has been continually challenged and used to form the basis of Internal Audit's operational plan for the coming year. The review process draws on key indicators of risks to the organisation and attempts to ensure that suitable audit time and resources are devoted to review the more significant areas. The Corporate Risk Register is used as a key source of information during this process. The audit plan contains a contingency provision that is utilised during the year in response to unforeseen work demands that arise. This risk based approach to audit planning results in a comprehensive range of audits that are undertaken during the course of the year to support the overall opinion on the control environment. Examples include:

- Corporate governance reviews, including a review of key assurance frameworks and the Annual Governance Statement
- Risk based reviews of all fundamental financial systems that could have a material impact on the accounts (e.g. payroll, creditors)
- Risk based reviews of departmental systems
- Fraud strategy work, responsive fraud and irregularity investigations
- Efficiency reviews
- Procurement audit
- Audits of Council establishments (e.g. schools, Social Services establishments, leisure centres)

There are three elements to each internal audit review. Firstly, the control environment is reviewed by identifying the objectives of the system and then assessing the controls in place mitigating the risk of those objectives not being achieved. Completion of this work enables internal audit to give an assurance on the control environment.

However, controls are not always complied with which in itself will increase risk, so the second part of an audit is to ascertain the extent to which the controls are being complied with in practice. This element of the review enables internal audit to give an opinion on the extent to which the control environment, designed to mitigate risk, is being complied with.

Finally, where there are significant control environment weaknesses or where the controls are not being complied with and only limited assurance can be given,

internal audit undertakes further substantive testing to ascertain the impact of these control weaknesses.

To improve consistency in audit reporting, the following definitions of audit assurance are used for all systems and governance audits completed.

Definitions of Audit Assurance (to December 2009)

Control Environment Assurance		
Level		Definitions
1	FULL ASSURANCE	There is a sound control environment.
2	SUBSTANTIAL ASSURANCE	There are minor weaknesses in the control environment.
3	MODERATE ASSURANCE	There are some weaknesses in the control environment.
4	LIMITED ASSURANCE	There are some significant weaknesses in the control environment.
5	NO ASSURANCE	There are fundamental weaknesses in the control environment.

Compliance Assurance		
Level		Definitions
1	FULL ASSURANCE	The control environment has operated as intended.
2	SUBSTANTIAL ASSURANCE	The control environment has substantially operated as intended although some minor errors have been detected.
3	MODERATE ASSURANCE	The control environment has mainly operated as intended although errors have been detected.
4	LIMITED ASSURANCE	The control environment has not operated as intended. Significant errors have been detected.
5	NO ASSURANCE	The control environment has fundamentally broken down and is open to significant error or abuse.

Following a paper to CLT, new audit assignments commencing from January 2010 had an updated set of definitions for assurance and also, where appropriate, included an opinion on the organisational impact of any weaknesses in the control environment. The new definitions were agreed as follows;

Control Environment Assurance		
Level		Definitions
1	SUBSTANTIAL	There is a sound control environment.
2	GOOD	There are minor weaknesses in the control environment.
3	ACCEPTABLE	There are some weaknesses in the control environment.
4	LIMITED	There are some significant weaknesses in the control environment.
5	NO ASSURANCE	There are fundamental weaknesses in the control environment.

Compliance Assurance		
Level		Definitions
1	SUBSTANTIAL	The control environment has operated as intended.
2	GOOD	The control environment has substantially operated as intended although some minor errors have been detected.
3	ACCEPTABLE	The control environment has mainly operated as intended although errors have been detected.
4	LIMITED	The control environment has not operated as intended. Significant errors have been detected.
5	NO ASSURANCE	The control environment has fundamentally broken down and is open to significant error or abuse.

Organisational impact will be reported as either Major, Moderate or Minor. All reports with major organisational impacts will be reported to CLT along with the appropriate directorate's agreed action plan.

Organisational Impact		
Level		Definitions
1	MAJOR	The weaknesses identified during the review have left the council open to significant risk. If the risk materialises it would have a major impact upon the organisation as a whole.
2	MODERATE	The weaknesses identified during the review have left the council open to medium risk. If the risk materialises it would have a moderate impact upon the organisation as a whole.
3	MINOR	The weaknesses identified during the review have left the council open to low risk. This could have a minor impact on the organisation as a whole.

Section 3

BASIS OF INTERNAL AUDIT OPINION

The following section provides a summary of the more significant issues that have been identified and reported during the year. This is by exception only.

1 CORPORATE GOVERNANCE AND THE ANNUAL GOVERNANCE STATEMENT

In June 2007 CIPFA, in conjunction with the Society of Local Authority Chief Executives (SOLACE), published *Delivering Good Governance in Local Government: Framework*. The Department for Communities and Local Government has determined that this guidance represents proper practice.

Consequently, the Corporate Governance and Audit Committee (the Committee) should seek assurance that this guidance has been followed to compile the Annual Governance Statement (AGS). To help the Committee gain that assurance and to give some independent assurance that the AGS is free from material misstatement Internal Audit undertakes reviews of the key corporate governance systems.

Using the proper practice guidance issued by CIPFA as the basis, Internal Audit reviews the corporate governance evidence framework (Leeds Governance Framework - LGF) to confirm that there is evidence to indicate that policies, procedures and systems are in place for corporate governance to be effective within the Council. The Council has demonstrated a firm foundation for this in directly linking the LGF to the Council's Code of Corporate Governance. Internal Audit remains of the opinion that the policies, procedures and systems are generally in place for good corporate governance.

The AGS contains a number of assurances and opinions on the actual operation of the internal controls from Key Chief Officers and Internal Audit has placed reliance on these assurances in arriving at the opinion that policies, procedures and systems are in place for corporate governance to be effective within the Council. Directorate assurances on the adoption of, and compliance with, the corporate governance framework and their system of internal control would significantly enhance the assurance framework and provide further evidence to the Committee when challenging the AGS.

In order to provide the Head of Audit with evidence, and the Committee with some additional independent assurance, that corporate governance controls are working in practice Internal Audit reviews the adequacy of central controls in key areas.

Although Internal Audit has made a number of recommendations to further improve the systems of control the overall conclusion is that Leeds City Council has a sound Governance Framework that those charged with Governance can gain assurance from, although there are some areas, notably Childrens Services, where improvements are urgently needed.

2 KEY FINANCIAL SYSTEMS

An annual review of each of the authority's key financial systems is undertaken to provide evidence supporting the internal audit opinion on the adequacy of the organisation's control environment.

As in previous years, the key financial systems subject to audit were agreed in advance with the authority's external auditors KPMG as they review this work and use this as a key source of assurance on the organisation. KPMG have reviewed internal audit's work on key financial systems in 2009/10 and have confirmed that it fully meets their requirements in terms of timeliness, quality and supporting evidence. KPMG reported that they;

"have been able to place full reliance on the work undertaken which reduces the impact on other officers at the Authority. We did not identify any significant issues with internal audit's work and are pleased to report that we are again able to place full reliance on internal audit's work of the key financial systems"

Audit coverage during the year has provided sufficient evidence to conclude that the key financial control systems are sound and that, in the main, these controls continue to work well in practice although there are some areas, notably Adult Social Care and ALMO contract management, where improvements are necessary.

In all cases an action plan has been agreed with the appropriate officers that, if implemented, will give substantial control environment assurance.

3 OTHER REVIEWS

This section provides a summary of all reports issued in the period.

The section firstly draws attention to five significant areas where Internal Audit has given a limited audit opinion on either the control environment itself or the compliance with the controls.

1 Children's Services

Early in 2009/10 Internal Audit submitted a report in respect of Children & Young Peoples Care Decisions. The report identified fundamental weaknesses in the control environment and also compliance with controls that were in place and this resulted in a no assurance audit opinion being given. One key risk associated with

these findings was in terms of accountability and the transparency of decision making to demonstrate and ensure the safeguarding of vulnerable children.

Following the unannounced Ofsted inspection in July 2009, Internal Audit worked with the Children & Young Peoples Social Care service to advise on a suitable governance framework which would improve governance arrangements particularly through strengthened accountability, performance management and quality assurance frameworks. In addition, internal audit also undertook a review of 412 open files issuing corrective action sheets where evidence was missing along with suggested procedures for monitoring actions taken. The recommendations contained in the reports have been included in the Childrens improvement Plan that is being actively monitored.

Understandably, pressures within the service have prevented internal audit from undertaking further work in these areas but the following assurances have been received from the Director which gives an update on the latest position;

- The need to make significant improvements has been recognised and prioritised by the service. More recently work on governance on care decisions has seen a significant strengthening of multi-agency involvement, senior management scrutiny of decisions alongside the development of plans to enhance the review and commissioning aspects of care management. This activity is taking into account the recommendations of this Audit work.
- CYPSC acknowledge that adherence to the procedures recommended by Audit was not to required standards; that may have been due to poor communication or interpretation of those requirements or the other priorities and pressures on social worker staff. Senior Managers report, with confidence, that the work they undertook addressed the underlying concerns on the cases audited: evidencing that to Audit has proven impossible within the constraints of time and resource (and would divert scarce resource from active care activity).
- There is a recognition that all open files would benefit from a review but this has to be in the context of the social worker caseloads and other priorities to serve children and families. The ICT infrastructure doesn't support such a major undertaking and it has been recognised that carrying out further audits, at the expense of the work to improve practice, was too high a risk. Nevertheless audits have been undertaken, albeit in low numbers and without the ICT to evidence progress satisfactorily. To continue in this vein is unsustainable and therefore the major response to address this in now within the Practice Improvement Programme where, resources allowing, over 3500 case file audits are scheduled to be done in the autumn. This is being supported by a key development of ESCR, the ICT system, to make the process more efficient and allow performance and quality monitoring to be achieved within the process.

- By this time the extra recruitment of Social workers should provide the capacity. We have also secured funding from the previous DCSF to provide additional professional capacity to assist with quality assurance work and have engaged 3 experienced interims to focus particularly on placement and child protection issues and processes,
- Significant improvements to the P.I.s relating to initial and core assessments as reported to the Improvement Board and the recent inspection by Ofsted of fostering, which has confirmed in the draft report that the service is now 'good', are useful indicators of progress being made

Given the risk to the organisation, Internal Audit is continuing to work alongside and support Childrens Services .

2 Adult Social Care Budget Pressure Review 2009/10 (note this report has not yet been issued)

The Adult Social Care budget has experienced severe financial pressures in 2009/10. The projected variances reported to the Directorate Management Team and Finance Performance Group increased progressively through the year. Particularly large increases in the projected overspend were reported in periods 7 and 8.

In response to these pressures Adult Social Care formed a Review Group, chaired by the Chief Officer (Resources and Strategy) with representation from Financial Management and Audit & Risk. The review group commissioned work to be undertaken by a number of services, including Internal Audit, to review the robustness of, and compliance with, the financial management arrangements necessary to effectively manage the budget during a period of significant transformation. Work has already been completed, and reported to senior management, by Financial Management (Adult Social Care and Corporate) to review how the current budget pressures have occurred. Internal Audit has been able to place substantial reliance upon the work already undertaken.

Controls are in place that should have identified the significance of the budget overspend in a more timely manner. However there were a number of key weaknesses that meant this did not occur:

- A lack of real time information impacting on the ability of Financial Management to accurately predict the projected outturn;
- Management information not being sufficiently analysed and escalated, impacting on the ability of the Directorate Management Team to fully understand the impact of decisions;
- Productivity issues within directly provided services, Internal Audit has estimated that the cost of downtime and sickness within the Home Care service was between £3.3 million and £3.8 million;

- Delays in transforming the directly provided services, for example the implementation of re-ablement was planned to be rolled out by June 2009. This has not yet happened but is currently being piloted in an area of the City.

A review board has been formed, with senior management representatives from Adult Social Care, Financial Management and Audit & Risk. Action Plans are being developed to respond to emerging findings and this board will challenge these and oversee implementation.

The Internal Audit report was presented to the Review Group on the 16th June 2010. In response to this, and other reports received, the Review Group agreed that the recommendations arising from the audit would be amalgamated with existing action plans into an overarching action plan, including progress already made against recommendations. This will be submitted to the Corporate Leadership Team at the earliest opportunity.

3 Strategic Landlord Management & Assurance Framework

As reported in the 2008/9 Annual Internal Audit Report limited assurance was given for the control environment as the Management Agreement and Performance Management Framework had omissions in the monitoring procedures around governance, decency, responsive repairs and service improvement plans. Limited assurance was also given for compliance with the control environment as there were a number of key areas of monitoring set out in the Management Agreement and Performance Management Framework that were not being complied with.

To address the key issues highlighted in the report, Internal Audit worked with the Strategic Landlord during 2009/10 to develop an Assurance Framework that will help to ensure the partnership risks are fully understood and are appropriately monitored and reported. Internal Audit has been commissioned by the Strategic Landlord to undertake a suite of audits and provide certain assurances within this Framework in relation to elements of the Strategic Landlord monitoring function and for key risk areas for the BITMO and each of the ALMOs.

This new framework will increase the likelihood of significantly improving the control environment in 2010/11.

4 ALMO/BITMO Responsive Repairs Contracts

Previous audits highlighted significant concerns in the way the contracts have operated and been managed and these issues have continued in 2009/10. There remains a skills gap in managing the contracts in place, and as a consequence there is a lack of clarity about how the 'partnerships' should be operating in practice. One impact of this is that over time, significant overcharging has accumulated and the partnership contracts have not fully demonstrated value for money or driven efficiency. However, there is an acknowledgement of the skills gap within the

ALMO's to monitor these contracts and a need to ensure that open book reviews to confirm the costs of these contracts are undertaken at regular intervals. The recently agreed performance management framework will begin to address these issues by developing in house skills to provide more robust monitoring.

The work undertaken by Internal Audit identified that for each of the partnerships reviewed, significantly more had been paid across to contractors than was due. The following gives a high level summary of the outcomes;

- In addition to the payments already made in-year by the ALMOs, the requests for additional payment for one contractor totalled £1.968m in respect of the contracts for 2007/08 and 2008/9. As a result of the detailed work Internal Audit presented a schedule of requests for repayment from this contractor. The Head of Audit, the Chief Procurement Officer and the Chief Support Services Officer attended a meeting with the contractor on 9th April and agreement was reached by both parties for an actual cash repayment of £2.018m to be made to Leeds City Council in respect of these contracts. When combined with the reduction of £578K (with actual cash repayment of £222K) agreed with a contractor for the 2006/7 financial year, there has been an overall reduction in invoiced values of £4.564M for the Council.
- A formal agreement has been prepared by Legal Services for the repayment of £2.018M and the Strategic Landlord will determine how to distribute the funds to the ALMOs
- Credit notes were received during the audit from another contractor totalling £68K in respect of overcharging for 2008/09 in relation to profit being charged on non-specialist sub-contractors. An additional £6K was repaid following the audit for items charged that did not relate to the provision of the contract.
- Following audit work, a further contractor agreed to repay £40K in relation to over-recovery of overheads. In addition to this, potential efficiency savings of £210K were identified during the audit that may be shared between the two parties. Agreement with the contractor has been reached on how these will be identified and shared in the future.

Internal Audit worked closely with WNWHL during these audits. It is largely as a result of the commission of additional Internal Audit services and the commitment shown by WNWHL that the city-wide settlement of £2.018m has been achieved. Although accepting that there has been a lack of understanding of the contracts in place WNWHL have shown considerable commitment to improving the contract monitoring and financial processes in place to detect and prevent future overcharging.

A key challenge for the organisation is to ensure the contracts agreed as part of the procurement 2011 process will drive value for money and that the skills and competencies needed to manage such a contract are available.

5 Housing allocations Review

Following management referral, Internal Audit undertook a review of the allocations process across the ALMOs and the BITMO. Allocations should comply with the Lettings Policy and Procedure developed by the Strategic Landlord. Based on Leeds Homes Performance data for 2007/08 it is estimated that 14,169 applications are received each year and 4,552 properties are allocated.

- ***Lettings Policy***

Weaknesses were identified with the Lettings Policy, specifically in the lack of a requirement to obtain proof of identity at application stage, the absence of checks to confirm continued eligibility and in terms of guidance on data security issues. The impact of the weaknesses identified in the Lettings Policy was an increased risk that ineligible people may receive council housing. This could lead to the properties being purchased under the right to buy scheme for a discount.

The review identified that there was no guidance in the Lettings Policy and Procedures regarding the retention of documents on house files. This has led to inconsistencies across the organisations and individual NHOs/OSCs with regard to the documentation retained on the house file.

Following this audit and the recommendations made, the lettings Policy and Procedures have been revised and issued. Compliance with this new policy will be regularly reviewed as part of the revised Assurance Framework.

Summary of completed audit reviews

As can be seen, in addition to the above five significant areas, there are a number of reviews that have resulted in limited assurance or no assurance. However each review concluded with a number of recommendations that, if implemented, would allow appropriate levels of assurance to be given.

Although significant to the control environment in place for the individual system areas that have been audited these weaknesses are not material enough to have a significant impact on the overall opinion on the adequacy of the Council's control environment at the year end.

Further reviews in each area where limited assurance has been given are scheduled to be completed to ensure that the recommendations have been adopted and the suggested controls are working well in practice.

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Report Title	Audit Opinion			Directorate	Date Issued
	Control Environment	Compliance	Business Impact		
Weetwood Primary School	Moderate	Moderate		Education Leeds	01/04/2009
Meanwood C of E Primary School Audit	Substantial	Substantial		Education Leeds	01/04/2009
Financial Management Central Controls	Moderate	Substantial		Resources	01/04/2009
Priesthopte sports Specialist College	Moderate	Substantial		Education Leeds	02/04/2009
Allerton Grange High School	Moderate	Moderate		Education Leeds	02/04/2009
Armley Primary School Audit	Moderate	Moderate		Education Leeds	02/04/2009
Seacroft Grange Primary School Audit	Substantial	Substantial		Education Leeds	03/04/2009
Holy Name Catholic Primary School Audit	Substantial	Substantial		Education Leeds	06/04/2009
School Meals Income Audit	Moderate	Moderate		Education Leeds	08/04/2009
Community Care Payments to Residential Care Home Providers	Substantial	Substantial		Adult Social Care	08/04/2009
Education Leeds Creditors	Substantial	Moderate		Education Leeds	09/04/2009
Spring Bank Primary School	Moderate	Moderate		Education Leeds	17/04/2009
Children & Young People's Social Care Decisions	No Assurance	No Assurance		Children's Services	21/04/2009
All Saint's Richmond Hill Church of England	Limited	Limited		Education Leeds	23/04/2009
Summerfield Primary School Audit	Substantial	Substantial		Education Leeds	28/04/2009
BESD SILC Elmete Audit	Moderate	Limited		Education Leeds	28/04/2009
Central Leeds Learning Federation Audit	Limited	Limited		Education Leeds	28/04/2009
Gildersome Primary School	Limited	Moderate		Education Leeds	28/04/2009
Hawthornthwaite Wood Primary School	Substantial	Substantial		Education Leeds	28/04/2009
Environment & Neighbourhoods Housing Rents	Substantial	Moderate		Environment & Neighbourhoods	01/05/2009
Key & Major Decisions by Officers under Delegated Authority	Limited	Moderate		Chief Executive	01/05/2009
Treasury Management & Bankline	Substantial	Substantial		Resources	01/05/2009
Education Leeds Payroll System	Substantial	Moderate		Education Leeds	05/05/2009
Ralph Thoresby Follow Up	Moderate	Substantial		Education Leeds	11/05/2009
Allerton Bywater	Moderate	Moderate		Education Leeds	11/05/2009
Leeds Benefit Service Fairer Charging	Substantial	Substantial		Resources	11/05/2009
Spring Gardens	Moderate	Substantial		Adult Social Care	12/05/2009
EMAS Audit Rothwell Leisure Centre	N/A	N/A		City Development	13/05/2009
Radcliffe Lane Day Centre	Moderate	Moderate		Adult Social Care	15/05/2009
St Mary's Catholic Primary	Substantial	Substantial		Education Leeds	18/05/2009
Thorpe Primary	Limited	No Assurance		City Development	18/05/2009
Homecare Adult Social Care	Limited	Limited		Adult Social Care	18/05/2009
Integrity Of Accounts	Moderate	Moderate		Resources	21/05/2009
Creditors Children's Services	Substantial	Moderate		Children's Services	21/05/2009
Siegan Manor Day Centre	Substantial	Substantial		Adult Social Care	22/05/2009
Fredrick Hurdle Day Centre	Moderate	Moderate		Adult Social Care	22/05/2009
Harry Booth House	Substantial	Moderate		Adult Social Care	22/05/2009
Primrose Hill HOP	Substantial	Substantial		Adult Social Care	22/05/2009
Radcliffe Day Centre	Moderate	Moderate		Adult Social Care	22/05/2009
Greenside Primary	Moderate	Substantial		Adult Social Care	22/05/2009
Naburn Court Day Centre	Moderate	Moderate		Adult Social Care	02/06/2009
The Green Day Centre	Substantial	Substantial		Adult Social Care	02/06/2009
Middleton Under 3's	Moderate	Moderate		Adult Social Care	02/06/2009
Armley NHO Review	Moderate	N/A		Environment &	01/06/2009

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Report Title	Audit Opinion			Directorate	Date Issued
	Control Environment	Compliance	Business Impact		
				Neighbourhoods	
BSC Payroll	Moderate	Moderate		Resources	02/06/2009
Delph Manor	Substantial	Moderate		Adult Social Care	05/06/2009
Bramley Children's Centre	Moderate	Moderate		Children's Services	09/06/2009
BSC Creditors	Substantial	Moderate		Resources	09/06/2009
Bracken Edge Primary School	Substantial	Substantial		Education Leeds	10/06/2009
Supporting People IT System Follow Up	Substantial	N/A		Environment & Neighbourhoods	10/06/2009
Contract Audit Follow Up	Moderate	Moderate		Children's Services	12/06/2009
Supporting People Review	Substantial	Substantial		Environment & Neighbourhoods	15/06/2009
North West SILC	Moderate	Substantial		Education Leeds	18/06/2009
Control Accounts Reconciliation	Substantial	Moderate		Resources	22/06/2009
Procurement of External Consultants	Substantial	Moderate		Education Leeds	23/06/2009
New Beverley Primary School	Substantial	Moderate		Education Leeds	30/06/2009
Morley Victoria Primary School	Substantial	Substantial		Education Leeds	30/06/2009
Kippax Ash Tree Primary School	Moderate	Moderate		Education Leeds	30/06/2009
Beeston Hill St Luke's C of E Primary School	Moderate	Moderate		Education Leeds	30/06/2009
Primrose Lane Primary School	Moderate	Substantial		Education Leeds	30/06/2009
Bank Reconciliation and Cash Book	Substantial	Substantial		Resources	01/07/2009
Sale of Land Follow Up	Moderate	Substantial		City Development	02/07/2009
Fees and Expenses	Moderate	Moderate		Education Leeds	02/07/2009
Gledhow Primary School	Substantial	Substantial		Education Leeds	03/07/2009
Suffolk Court HOP	Limited	Limited		Adult Social Care	03/07/2009
Annual Governance Statement	Moderate	Moderate		Corporate Governance	03/07/2009
Leeds Benefit Service Counter Fraud	Substantial	Moderate		Resources	09/07/2009
Delegated Decision	Limited	Moderate		Corporate Governance	09/07/2009
Quarry Mount Primary School	Limited	Moderate		Education Leeds	09/07/2009
St. Urban's Primary School	Substantial	Moderate		Education Leeds	10/07/2009
Claim Investigation Section	Limited	N/A		Environment & Neighbourhoods	10/07/2009
Westbrook Lane Primary School	Substantial	Substantial		Education Leeds	14/07/2009
Royds Catering School Specialist	Moderate	Moderate		Education Leeds	15/07/2009
Fountain Primary School	Limited	Moderate		Education Leeds	15/07/2009
St Francis' Catholic Primary School	Moderate	Moderate		Education Leeds	16/07/2009
Scholes Elmet Primary School	Substantial	Moderate		Education Leeds	16/07/2009
Sacred Heart Primary School	Substantial	Substantial		Education Leeds	16/07/2009
Valley View Primary School	Moderate	Moderate		Education Leeds	17/07/2009
Thorpe Primary School	Moderate	Substantial		Education Leeds	23/07/2009
Corporate Governance	Substantial	N/A		Education Leeds	23/07/2009
St Joseph's Catholic Primary School	Moderate	Substantial		Education Leeds	27/07/2009
Drighlington Primary School	Substantial	Substantial		Education Leeds	27/07/2009
Roundhay Road Area Office	Moderate	Moderate		Adult Social Care	28/07/2009
Risk Management Central Control	Moderate	Moderate		Resources	30/07/2009
Swarcliffe Children's Centre	Moderate	Moderate		Children's Services	31/07/2009
Windlefords Green Supported Living Service	Moderate	Substantial		Adult Social Care	04/08/2009
Lowtown Primary School	Moderate	Moderate		Education Leeds	04/08/2009
Central Interpretation and Translation	Limited	Limited		Chief Executive	04/08/2009

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	Control Environment	Compliance	Business Impact		
Unit					
Hunslet Hall Area Office	Substantial	Moderate		Adult Social Care	05/08/2009
Richmond Hill Under 3's Children Centre	Moderate	Moderate		Children's Services	07/08/2009
Public & Private Partnership Unit	Moderate	Moderate		Chief Executive	07/08/2009
New Beverly Children's Centre	Moderate	Moderate		Children's Services	12/08/2009
Bramley Baths	Moderate	Moderate		City Development	13/08/2009
Capital Payment Verification Review- Children's Centres Phase 2	Substantial	Substantial		City Development	17/08/2009
Education Leeds 7 Schools PFI Contract	Moderate	Substantial		Education Leeds	02/09/2009
Information Governance Central Controls.	Moderate	N/A		Chief Executive	04/09/2009
Allocations Review	Limited	No Assurance		Environment & Neighbourhoods	15/09/2009
Care Ring	Limited	Limited		Environment & Neighbourhoods	15/09/2009
Audit of National Indicator(NI)16- Serious acquisition crime rate	Substantial	Substantial		Environment & Neighbourhoods	16/09/2009
Capital Payment Verification Civic Hall Heating Phase 3	Substantial	Substantial		Resources	17/09/2009
Audit Of NI61 Timeliness of Placement for adoptions	Limited	Limited		Children's Services	23/09/2009
Capital Payment Verification Audit	Substantial	Substantial		City Development	28/09/2009
Planning, Policy & Improvement - Central Performance Management Review	Limited	Substantial		Chief Executive	02/10/2009
Internal Audit Report - Fire Risk Package 2	Substantial	Substantial		City Development	05/10/2009
Internal Audit Report - Procurement Unit - Central Controls	Moderate	Moderate		Corporate Governance	05/10/2009
Garforth Library Contract Audit	Substantial	Substantial		City Development	05/10/2009
Substantiation of Performance Indicator Data Quality	Moderate	Substantial		Chief Executive	05/10/2009
Children's Services-Integrated Youth Support Service Igen Open Book Review	Moderate	Moderate		Children's Services	06/10/2009
St Philip's Primary School	Substantial	Substantial		Education Leeds	07/10/2009
Corporate Purchasing Cards Review	Moderate	Moderate		Resources	08/10/2009
Woodlesford Primary School	Moderate	Substantial		Education Leeds	14/10/2009
Christ Church Upper Armley C of E Primary School	Moderate	Moderate		Education Leeds	14/10/2009
Renew Leeds Ltd - Value for Money Review	No Opinion Given	No Opinion Given		Chief Executive	16/10/2009
Substantiation of Performance Indicator Data Quality BP25	Substantial	Substantial		Resources	20/10/2009
Improvements to 16 Care Homes	Substantial	Substantial		Adult Social Care	21/10/2009
Capital Payment Verification Review- Oakwood Shopping Village	Substantial	Substantial		City Development	23/10/2009
Greenhill Primary School	Moderate	Moderate		Education Leeds	03/11/2009
Immaculate Heart of Mary Catholic Primary School	Substantial	Substantial		Education Leeds	03/11/2009
Barwick in Elmet C of E Voluntary Controlled Primary School	Moderate	Moderate		Education Leeds	03/11/2009
Contract Monitoring Arrangements for the Leeds Early Years /Integrated Youth Support Service Central Support Team	Limited	N/A		Children's Services	05/11/2009
Waste Management and Recycling Review	Substantial	Substantial		Environment & Neighbourhoods	05/11/2009

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	Control Environment	Compliance	Business Impact		
Audit of National Indicator LSP TP1e – increase the number of new customers on low incomes accessing credit union services	Limited	N/A		City Development	05/11/2009
Manston St James C of E Primary School	Moderate	Substantial		Education Leeds	10/11/2009
Austhorpe Primary School	Substantial	Substantial		Education Leeds	10/11/2009
Parklands Girls High School	Limited	Substantial		Education Leeds	13/11/2009
Blenheim Primary	Moderate	Moderate		Education Leeds	13/11/2009
Capital Payment Verification Review – New York Road Tunnel Phase 2	Substantial	Moderate		City Development	18/11/2009
Beechwood Primary School	Substantial	Substantial		Education Leeds	20/11/2009
Community Care, Fairer Charging Assessments Audit Review	N/A	N/A		Resources	24/11/2009
St Mary's Primary	Substantial	Moderate		Education Leeds	03/12/2009
HR-Personnel File Review	N/A	Limited		Environment & Neighbourhoods	11/12/2009
Health & Safety	N/A	Moderate		Environment & Neighbourhoods	16/12/2009
Garforth Community College FMSiS	Pass	Pass		Education Leeds	16/12/2009
Moor Allerton Library	Moderate	Moderate		City Development	17/12/2009
East Leeds Leisure Centre	Moderate	Moderate		City Development	18/12/2009
HR – Personnel Files	N/A	Limited		City Development	21/12/2009
Morley High School	Substantial	Substantial		Education Leeds	21/12/2009
City of Leeds School Follow up Review	Limited	Limited		Education Leeds	28/01/2010
The Vale Day Centre	Limited	Limited		Adult Social Care	29/01/2010
Self Directed Support Evaluation – Phase 2	N/A	N/A		Adult Social Care	15/02/2010
Compliance with Contract Procedure Rules	N/A	N/A		Chief Executive	16/02/2010
Yeadon Library	Acceptable Assurance	Acceptable Assurance	Minor	City Development	22/02/2010
Taxi and Private Hire Licensing, Premises Extension	Acceptable Assurance	Acceptable Assurance	Minor	City Development	24/03/2010
Beeston Library	Acceptable Assurance	Good Assurance	Minor	City Development	24/02/2010
Oakwood Library	Acceptable Assurance	Good Assurance	Minor	City Development	24/02/2010
Golden Acre Cafe	Good Assurance	Good Assurance	Minor	City Development	30/03/2010
South SILC (Broomfield) Internal Audit follow-up review	Moderate	N/A		Education Leeds	12/02/2010
Brigshaw High School & Language	Moderate	Moderate		Education Leeds	18/02/2010
Follow-ups All Saints Richmond Hill	Substantial	Moderate		Education Leeds	04/03/2010
Environmental Sustainability Central Controls	Acceptable Assurance	N/A	Minor	Environment & Neighbourhoods	26/03/2010
Leeds Benefits Service – Accounting & Subsidy	Good Assurance	Acceptable Assurance	Minor	Resources	09/02/2010
Revenues and Benefits Service - Counter Fraud	Good Assurance (Operational Areas) /Acceptable (Governance Arrangements)	Good Assurance	Minor	Resources	26/02/2010

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	Control Environment	Compliance	Business Impact		
Housing Benefits — Assessment and Payments	Substantial Assurance	Good Assurance	Minor	Resources	26/02/2010
Treasury Management & Bankline	Substantial Assurance	Good Assurance	Minor	Resources	26/03/2010
Income Management System	Substantial Assurance	Substantial Assurance	Minor	Resources	05/03/2010
Control Account Reconciliations	Substantial Assurance	Substantial Assurance	Minor	Resources	22/03/2010
Central Sundry Income	Substantial Assurance	Substantial Assurance	Minor	Resources	23/03/2010
Education Leeds Payroll System Audit	Good Assurance	Good Assurance		Education Leeds	23/04/2010
Fountain Primary School Follow Up Audit	Good Assurance	Acceptable		Education Leeds	28/04/2010
Children's and Young Peoples Reports; File Review Governance Framework Issues identified	N/A	Limited Assurance	Major	Children's Services	02/04/2010
NNDR	Good Assurance	N/A	Minor	Resources	04/05/2010
LPSA2 Grant Final Claim Review	Acceptable	Acceptable	Minor	Chief Executive	04/05/2010
BSC Payroll	Good Assurance	Good Assurance	Minor	Resources	04/05/2010
Council Tax	Good Assurance	N/A	Minor	Resources	05/05/2010
Hawthornthorpe C of E Primary School	Good Assurance	Good Assurance	Minor	Education Leeds	05/05/2010
Community Care — Payments to Independent Residential and Nursing Home Providers	Good Assurance	N/A	Moderate	Resources	05/05/2010
Guiseley High School	Good Assurance	Good Assurance	Minor	Education Leeds	07/05/2010
BESD SILC Follow Up	Good Assurance	Good Assurance	Minor	Education Leeds	07/05/2010
Audit of Aberford C of E Primary School	Good Assurance	Good Assurance	Minor	Education Leeds	07/05/2010
Environment and Neighbourhoods – Supporting People	Acceptable	Acceptable	Moderate	Environment and Neighbourhoods	07/05/2010
Roundhay Visitors Centre Shop	Good Assurance	Good Assurance	Minor	City Development	07/05/2010
Richmond House HOP	Good Assurance	Good Assurance	Minor	Adult Social Care	07/05/2010
Integrity of Accounts Follow Up	Substantial Assurance	Substantial Assurance	Minor	Resources	13/05/2010
Audit Query relating to the International Relations — Purchasing Card Business Case	Acceptable	Acceptable	Moderate	Resources	19/05/2010
Quarry Mount Primary School Follow Up Audit	Good Assurance	Good Assurance	Minor	Education Leeds	19/05/2010
Featherbank Infant School	Substantial Assurance	Substantial Assurance	Minor	Education Leeds	19/05/2010
Annual Governance Statement Interim Report	N/A	N/A		Corporate Governance	19/05/2010
Hough Top Court Catering	Acceptable	Good Assurance	Minor	Resources	26/05/2010
Education Leeds Procurement System Audit	Good Assurance	Limited Assurance		Education Leeds	27/05/2010
City Development Sundry Income -	Acceptable	Acceptable	Moderate	City Development	27/05/2010
Housing Rents	Good Assurance	Acceptable	Minor	Environment and Neighbourhoods	27/05/2010
Bramley St Peter's C of E VC Primary School	Pass	Pass		FMSIS Education Leeds	01/04/2009
Cross Gates Primary School	Pass	Pass		FMSIS Education	01/04/2009

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	Control Environment	Compliance	Business Impact		
				Leeds	
BESD SILC	Fail	Fail		FMSIS Education Leeds	01/04/2009
Castleton Primary School	Pass	Pass		FMSIS Education Leeds	02/04/2009
Our Lady of Good Counsel Catholic Primary School	Pass	Pass		FMSIS Education Leeds	02/04/2009
Armley Primary School	Pass	Pass		FMSIS Education Leeds	02/04/2009
Stanningley Primary School	Pass	Pass		FMSIS Education Leeds	03/04/2009
St Francis of Assisi Catholic Primary	Pass	Pass		FMSIS Education Leeds	03/04/2009
Summerfield Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	03/04/2009
Victoria Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	06/04/2009
Spring Bank Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	06/04/2009
Carlton Primary School	Pass	Pass		FMSIS Education Leeds	21/04/2009
St Benedict's Catholic Primary School	Pass	Pass		FMSIS Education Leeds	23/04/2009
Springbank	Pass	Pass		FMSIS Education Leeds	22/05/2009
Victoria Primary School	Pass	Pass		FMSIS Education Leeds	05/06/2009
Summerfield Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	05/06/2009
Scholes Primary School	Pass	Pass		FMSIS Education Leeds	09/06/2009
Morley High School	Pass	Pass		FMSIS Education Leeds	26/11/2009
Allerton High	Pass	Pass		FMSIS Education Leeds	03/12/2009
Woodkirk High	Pass	Pass		FMSIS Education Leeds	20/01/2010
Brigshaw High School & Language	Pass	Pass		FMSIS Education Leeds	20/01/2010
Ralph Thoresby High School	Pass	Pass		FMSIS Education Leeds	21/01/2010
Austhorpe Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	21/01/2010
Harewood C of E Voluntary Controlled	Pass	Pass		FMSIS Education Leeds	28/01/2010
Hill Top Primary School	Pass	Pass		FMSIS Education Leeds	29/01/2010
Bramham Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	29/01/2010
Lady Elizabeth Hasting C of E Primary	Conditional Pass	Conditional Pass		FMSIS Education Leeds	04/02/2010
Thorner C of E Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	10/02/2010
St Francis Catholic Primary School	Pass	Pass		FMSIS Education Leeds	11/02/2010
Guiseley School Technology College	Pass	Pass		FMSIS Education Leeds	11/02/2010
Hawsworth C of E Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	11/02/2010
Adel St John the Baptist Primary	Conditional Pass	Conditional Pass		FMSIS Education Leeds	12/02/2010
Wetherby High School	Conditional	Conditional		FMSIS Education	12/02/2010

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	Control Environment	Compliance	Business Impact		
	Pass	Pass		Leeds	
Temple Moor High School Science	Pass	Pass		FMSIS Education Leeds	18/02/2010
Bramhope Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	21/02/2010
Cockburn College of Arts	Conditional Pass	Conditional Pass		FMSIS Education Leeds	24/02/2010
Lower Wortley Primary School	Pass	Pass		FMSIS Education Leeds	26/02/2010
Moortown Primary	Pass	Pass		FMSIS Education Leeds	04/03/2010
Featherbank Primary Horsforth	Pass	Pass		FMSIS Education Leeds	04/03/2010
All Saint's Richmond Hill Primary	Pass	Pass		FMSIS Education Leeds	04/03/2010
Priesthorpe Sports College	Conditional Pass	Conditional Pass		FMSIS Education Leeds	04/03/2010
Swinnow Primary	Conditional Pass	Conditional Pass		FMSIS Education Leeds	04/03/2010
Horsforth Newlathes Junior School	Pass	Pass		FMSIS Education Leeds	10/03/2010
Rothwell High Road Infant School	Pass	Pass		FMSIS Education Leeds	10/03/2010
Roundhay School Technology	Pass	Pass		FMSIS Education Leeds	17/03/2010
Richmond Hill Primary School	Pass	Pass		FMSIS Education Leeds	17/03/2010
Mill Field Primary School	Pass	Pass		FMSIS Education Leeds	17/03/2010
Aberford C of E Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	17/03/2010
Allerton Bywater Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	24/03/2010
Bramhope Primary School	Pass	Pass		FMSIS Education Leeds	31/03/2010
Hawthornthwaite C of E Primary School	Pass	Pass		FMSIS Education Leeds	31/03/2010
Austhorpe Primary	Pass	Pass		FMSIS Education Leeds	31/03/2010
Adel St John the Baptist Primary	Pass	Pass		FMSIS Education Leeds	03/03/2010
Micklefield C of E Primary	Pass	Pass		FMSIS Education Leeds	31/03/2010
Micklefield C of E Primary	Pass	Pass		FMSIS Education Leeds	31/03/2010
Manston Primary School	Pass	Pass		FMSIS Education Leeds	31/03/2010
Cockburn College of Arts	Pass	Pass		FMSIS Education Leeds	07/04/2010
Westbrook Lane Primary	Pass	Pass		FMSIS Education Leeds	07/04/2010
Swillington Primary	Conditional Pass	Conditional Pass		FMSIS Education Leeds	07/04/2010
Shadwell Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	07/04/2010
Lady Elizabeth Hasting C of E Primary	Pass	Pass		FMSIS Education Leeds	08/04/2010
Ingram Road Primary School	Pass	Pass		FMSIS Education Leeds	22/04/2010
Rothwell C of E Voluntary Controlled	Conditional Pass	Conditional Pass		FMSIS Education Leeds	22/04/2010
Royds School Specialist Language College	Pass	Pass		FMSIS Education Leeds	28/04/2010

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	Control Environment	Compliance	Business Impact		
Swinnow Primary School	Pass	Pass		FMSIS Education Leeds	05/05/2010
BESD SILC	Conditional Pass	Conditional Pass		FMSIS Education Leeds	05/05/2010
Pool-in-Wharfedale C of E Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	07/05/2010
Aberford C of E Primary School	Pass	Pass		FMSIS Education Leeds	12/05/2010
Thorner C of E Primary School	Pass	Pass		FMSIS Education Leeds	12/05/2010
Gildersome Primary School	Conditional Pass	Conditional Pass		FMSIS Education Leeds	19/05/2010
Pool-in-Wharfedale C of E Primary School	Pass	Pass		FMSIS Education Leeds	21/05/2010
St James C of E Voluntary Controlled	Pass	Pass		FMSIS Education Leeds	21/05/2010
Priesthorpe Sports Specialist College	Pass	Pass		FMSIS Education Leeds	21/05/2010
Wetherby High Follow Up	Pass	Pass		FMSIS Education Leeds	23/04/2010

4 WHISTLE BLOWING

Internal Audit continues to act as the custodians of the Council's Whistleblowing Policy. In 2009/10, Internal Audit dealt with a total of 91 potential irregularity referrals. All reported irregularities were risk assessed by Internal Audit and where appropriate an audit investigation undertaken. Where it was more appropriate to do, the matter was referred to directorates and follow up was undertaken.

To further demonstrate the Council's commitment to safeguarding public funds internal audit externally publicises an email address (concerns@leeds.gov.uk) where potential irregularities can be reported. This will continue to be undertaken via the Council's internet site and inclusion in the 'Your Money' supplement of the Leeds newspaper.

5 CONTRACT PROCEDURE RULES

Internal Audit has continued to be pro-active in offering advice to officers on the application of Contract Procedure Rules (CPR). When these rules cannot be fully complied with a waiver is sought and through this process Internal Audit provides clear, risk based recommendations to Directors, advising on how to progress that particular procurement. More importantly, we work with departmental officers to examine ways to prevent re-occurrence and secure both best value and transparency.

Advice has been given on procurements during the year ranging from only a few thousand pounds to multi-million pound contracts. This type of timely advice has

reduced the risk to which the Council has been exposed when procuring goods and services.

Section 4

AUDIT PERFORMANCE 2009/2010

ENSURING QUALITY

Internal Audit is committed to delivering a quality product to the highest professional standards that adds value to our customers. We actively monitor our performance in a number of areas and encourage feedback from customers.

All our work is undertaken in accordance with our quality management system; we have now been ISO accredited for over thirteen years.

A customer satisfaction questionnaire (CSQ) is issued with every audit report. The questionnaires ask for the auditees opinion on a range of issues and asks for an assessment ranging from 5 (for excellent) to 1 (for poor). The results are based on the percentage of those assessments that are 3 (satisfactory) or above. The results of the questionnaires are reported to the Audit Management Team and used to determine areas for improvement and inform the continuing personal development training programme for Internal Audit staff. The results are also benchmarked with other core cities who have adopted the same questionnaire.

Also shown in the table are the percentage scores of 4 or above (good and excellent) to further identify marginal areas for improvement.

Table 4 - Results from Customer Satisfaction Questionnaires

Question	Actual 2008/09 % Score 3 or above	Actual 2009/10 % Score 3 or above	Actual 2009/10 % Score 4 or above
Notice	100	100	98
Scope	98	98	82
Understanding	89	96	85
Efficiency	93	100	98
Consultation	96	98	91
Professional/Objective	96	100	100

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Accuracy of Draft	100	96	85
Opportunity to comment	100	100	94
Clarity & Conciseness	100	96	95
Recommendations	100	96	91
Final Report – Prompt	100	94	85
Added Value	98	94	83

These results are again extremely encouraging, particularly as the nature and complexity of work undertaken by Internal Audit continues to change. The Council is continually developing more robust systems for identifying and evaluating the significant risks to their objectives. Internal Audit is expected to give a number of assurances on the internal control environment to both internal and external clients not just on financial but operational, service and reputational risks. The staffing skills and resources within Internal Audit are continually adapting to these changes.

Internal Audit is a professional discipline and as such it is desirable that all staff should have an appropriate professional qualification or be under training contracts to gain such a professional qualification. A high percentage of our staff are professionally qualified or under professional training contracts. This professional training approach is being actively enhanced by both in-house training and individual officers undertaking Continuing Professional Development in their own time. This investment in staff will continue to result in even better audit performance in future years, ensuring that the Section will be able to react positively to the changing demands being placed on the audit profession.

During the year the Section again completed the key reviews necessary to provide an evidence based assurance for the Annual Governance Statement and to enable KPMG to rely upon internal audit work for opinion purposes. KPMG concluded that;

“We have a strong working relationship with the Internal Audit team at the Authority and again have been able to place full reliance on the work undertaken which reduces the impact on other officers at the Authority. We did not identify any significant issues with internal audit’s work and are pleased to report that we are again able to place full reliance on internal audit’s work of the key financial systems. We particularly noted improvements in terms of the quality of system documentation”

One of the key service objectives of the Section is to remain a centre of excellence for new and emerging issues within the audit field. Internal Audit continues to be represented on a number of external audit forums including CIPFA working groups, Core Cities, Northern Counties Chief Internal Auditor network, West Yorkshire Audit Group and the Information Systems Audit and Control Association (ISACA) and has

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been actively involved in contributing to the development of a number of nationwide initiatives through its work with CIPFA. The Section continues to be invited to contribute to and be represented on national panels and the Head of Audit regularly gives national and local presentations on best practice.

QUALITY STANDARD ACCREDITATION

During January 2010 an independent review was undertaken of Internal Audit's quality system to ensure compliance with ISO 9001:2000 standard. The review team conducted a process-based audit, focusing on significant aspects/risks/objectives required by the standard. The review team concluded that;

"The section has established and maintained its management system in line with the requirements of the standard and demonstrated the ability of the system to systematically achieve agreed requirements for products and services within the scope and the organisation's policy and objectives"

The next review visit is due on the 12th July 2010. The new quality system BS ISO9001:2008 standard has been introduced. Internal Audit will be assessed against this standard before November 2010.

CONTINUING PROFESSIONAL DEVELOPMENT

In a rapidly changing environment it is important that all Internal Auditors are kept abreast of the latest audit and accounting methodologies, changes in legislation and best practice as well as changes to the public sector arena so they have the necessary skills and knowledge to perform their role to a high standard. This is done via Continuing Professional Development (CPD) which the Section continues to support and promote. During the period a number of in-house training courses have been provided covering key developments in the profession and within the sector. In addition, external CPD events such as CIPFA seminars and ISACA events continue to be well attended by Internal Audit staff and the Head of Audit was Vice Chairman of CIPFA North East Region – a group of volunteers with a key objective of developing a programme of local CPD events – and a member of CIPFA Council. Internal auditors at Leeds are therefore well informed on current developments in the internal audit field and, more widely, those affecting the accountancy profession.

The Code of Practice for Internal Audit in local Government in the UK 2006 states that Internal Audit staff have a personal responsibility to undertake a programme of CPD to maintain and develop their competence. At Leeds, evidence of professional training and development activities must be retained and individual/group training needs identified. Much of this CPD is done in officers own time showing a personal commitment to continual improvement of the Team.

Section 5

AUDIT PLAN 2010/2011

Background

The Head of Audit must provide an annual opinion on the overall adequacy and effectiveness of the organisation's entire control environment. To support this internal audit must deliver a Risk Based Plan that includes an appropriate and comprehensive range of work, sufficiently robust to confirm that all assurances provided as part of the system of internal audit can be relied upon by the CG&AC.

To develop this plan, there must be a sound understanding of the risks facing the Council. The Corporate Risk Register is used as a key source of information during this process as is the internal audit risk map of the Authority which is continually updated and used to form the basis of the internal audit plan. The risk map review process draws on key indicators of risks to the organisation.

The audit plan has been reviewed and challenged by Audit Management Team, the Chief Officer (Audit and Risk) and the Director of Resources and revised where necessary.

The Annual Plan

Internal audit has developed a comprehensive list of potential review areas across the organisation. Using the risk based approach outlined above these are assessed and placed in priority order. It is from this risk assessed list that the annual plan is derived.

However, there are a number key systems that are considered of sufficient risk to be automatically included in the audit plan each year. These systems are agreed in advance with KPMG and are used as the basis by which KPMG are able to place reliance upon Internal Audit work. These systems are generally the ones that have the highest financial risk.

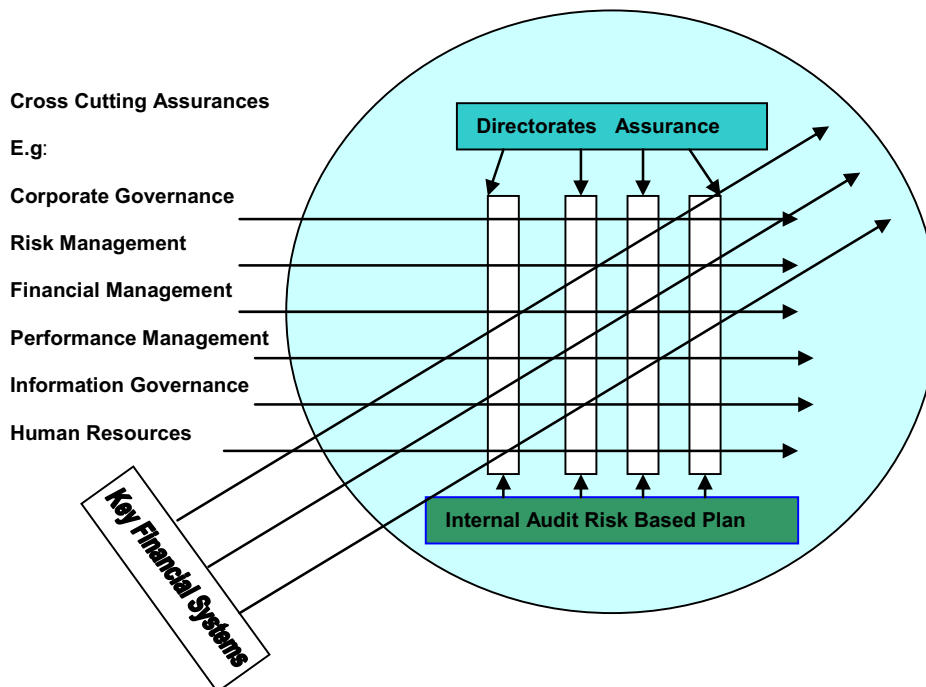
There are also a number of areas where the cumulative values/risks are assessed as having a level of in year risk that dictates they must be included in the Plan. These are generally establishment based reviews, for example schools and sports centres or areas such as procurement. Again, resources are automatically allocated to these areas to ensure there is some coverage in the year.

How assurance can be given

Below is a diagram of how completion of the Annual Plan will allow the Head of Audit to give an opinion on the overall adequacy and effectiveness of the Council's entire internal control environment.

Underpinning this must be a team of auditors equipped with the necessary skills and competencies that will allow stakeholders to rely upon their work. In addition, the Head of Audit must be satisfied that any other assurances taken into account are the result of a robust process and evidence based. For most assurances this will require an internal audit review.

Internal Audit Assurance Framework



Directorate Assurances

In the 2010/11 Plan, internal audit has included work that will assess the adequacy of corporate governance arrangements within each directorate. This will include, for example, reviews to determine whether;

- Objectives are aligned to Corporate Priorities,
- If risk registers are completed and monitored
- If key risks are subject to robust and timely management information
- If there are appropriate performance indicators and if these are monitored

- If Corporate policies /procedures are communicated/embedded and routinely complied with in practice
- If Key 'partnerships' have been identified and are being appropriately monitored

Wherever possible, best practice will be identified within each directorate and used to inform the final audit recommendations. These audits will significantly contribute towards understanding whether the key risks to the Council are being effectively managed.

Cross Cutting Assurances

Internal audit will also review the key corporate functions, which will also give 'cross cutting' assurances to the CG&AC in their own right. These reviews will include assessing the arrangements to ensure that;

- their policies and procedures are;
 - current and fit for purpose
 - effectively communicated
 - embedded and routinely complied with across the organisation
- the monitoring and reporting arrangements are appropriate
- appropriate and timely action has been taken

These reviews will provide an evidence based assurance on those key policies and procedures that underpin the control environment.

Key Financial Systems

This is the traditional area of internal audit work and very much focuses on providing the Section 151 officer assurance that "the Council has made arrangements for the proper administration of its financial affairs". This will cover key expenditure systems such as payroll and creditors and income areas such as council tax and rents. These reviews also give an opinion as to the effectiveness of financial management procedures and the integrity of accounts.

Risk Based Plan

The remaining reviews in the annual plan tend to be more directorate based and are directed towards those areas with the highest risks. These days will be used to assess compliance with key policies and procedures and to give an opinion on the impact on the service and organisation where these non compliances occur.

Conclusion

The 2010/11 audit plan has, as a base, used the tried and tested risk based approach to prioritising internal audit work and further develops the understanding of, and reliance on, other sources of 'assurance' as part of the system of internal audit.

Progress against the plan will be monitored throughout the year and key issues reported to the Director of Resources, the Corporate Governance Board and the Chief Officer (Audit & Risk). The Head of Audit will report key issues arising from this work to the CG&AC in the half year and annual report as a minimum.

The proposed 2010/11 annual audit plan is attached below in which details the individual review areas planned and also as a diagram for ease of reference.

Given the changing environment and the new Government it is likely that this Plan will be subject to continuous review as changes in relative priorities of jobs already included and risks emerging throughout the year will need to be addressed.

INTERNAL AUDIT OPERATIONAL PLAN 2010/11

Summary by Audit Type

TOTAL DAYS FOR KEY FINANCIAL SYSTEMS	784	11.05%	as a percentage of total Plan days
TOTAL DAYS FOR CORPORATE GOVERNANCE	265	3.73%	as a percentage of total Plan days
TOTAL DAYS FOR EFFICIENCY AGENDA	1400	19.73%	as a percentage of total Plan days
TOTAL DAYS FOR ANTI FRAUD & CORRUPTION	862	12.15%	as a percentage of total Plan days
TOTAL DAYS FOR HEAD OF AUDIT ASSURANCES	112	1.58%	as a percentage of total Plan days
TOTAL DAYS FOR PROCUREMENT	70	0.99%	as a percentage of total Plan days
TOTAL DAYS FOR CONTRACT AUDIT	210	2.96%	as a percentage of total Plan days
TOTAL DAYS FOR INFORMATION TECHNOLOGY	130	1.83%	as a percentage of total Plan days
TOTAL DAYS FOR PROFESSIONAL LIAISON	48	0.67%	as a percentage of total Plan days
TOTAL DAYS FOR POLICY	67	0.94%	as a percentage of total Plan days
TOTAL DAYS FOR CORPORATE WORKING GROUPS	95	1.33%	as a percentage of total Plan days
TOTAL DAYS FOR CONTINGENCY	770	10.85%	as a percentage of total Plan days
TOTAL DAYS FOR SCHOOLS	140	1.97%	as a percentage of total Plan days
TOTAL DAYS FOR UNANNOUNCED VISITS	100	1.4%	as a percentage of total Plan days
TOTAL DAYS FOR RISK BASED REVIEWS	25	0.35%	as a percentage of total Plan days
TOTAL DAYS FOR COMPLIANCE	800	11.27%	as a percentage of total Plan days
TOTAL DAYS FOR EDUCATION LEEDS	60	0.85%	as a percentage of total Plan days
TOTAL DAYS FOR CONTRACT	1156	16.30%	as a percentage of total Plan days
TOTAL DAYS IN 2010/11 PLAN	7094		

Detailed Reviews by Audit Type

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Audit		Entity	Directorate
KEY FINANCIAL SYSTEMS			
Community Care	50	Key Financial Systems	Adult Social Care
SAP Payroll	110	Key Financial Systems	Central and Corporate Functions
Housing Benefits - incl. Education Benefits	114	Key Financial Systems	Central and Corporate Functions
Supporting People	50	Key Financial Systems	Environment and Neighbourhoods
Treasury Management & Bankline	25	Key Financial Systems	Central and Corporate Functions
Key Financial Systems - General Computer Controls	20	Key Financial Systems	Central and Corporate Functions
Integrity of Accounts	30	Key Financial Systems	Central and Corporate Functions
Creditors	90	Key Financial Systems	Central and Corporate Functions
Capital Programme Controls	20	Key Financial Systems	Central and Corporate Functions
Council Tax	30	Key Financial Systems	Central and Corporate Functions
NNDR	25	Key Financial Systems	Central and Corporate Functions
Key Financial Systems - Year - End Reconciliations	40	Key Financial Systems	Central and Corporate Functions
Housing Rents	25	Key Financial Systems	Environment and Neighbourhoods
Bank Reconciliation & Cash Book	25	Key Financial Systems	Central and Corporate Functions
Sundry Income	80	Key Financial Systems	Central and Corporate Functions
Synergy	25	Key Financial Systems	Central and Corporate Functions
Income Management System	25	Key Financial Systems	Central and Corporate Functions
TOTAL FOR KEY FINANCIAL SYSTEMS	784		
COMPLIANCE VISITS			
Contingency	800	Policy/procedure and key system visits	Cross- Cutting
KPI's - Data Quality Substantive Checks		Policy/procedure and key system visits	Cross- Cutting
HR Policies		Policy/procedure and key system visits	Cross- Cutting
Travelling & Subsistence		Policy/procedure and key system visits	Cross- Cutting
ICT equipment controls including mobile phones/income		Policy/procedure and key system visits	Cross- Cutting
Childrens Services Files		Policy/procedure and key system visits	Children's Services
Homecare Income		Policy/procedure and key system visits	Adult Social Care
Directorate Purchasing Procedures		Policy/procedure and key system visits	Cross- Cutting
Purchasing Cards and Electronic Invoicing		Policy/procedure and key system visits	Cross- Cutting
Decision Making		Policy/procedure and key system visits	Cross- Cutting
Voluntary organisation grants - Directorate controls		Policy/procedure and key system visits	Cross- Cutting

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Audit		Entity	Directorate
TOTAL FOR COMPLIANCE	800		
UNANNOUNCED VISITS			
Unannounced Visits	100		
Sports Centres		Spot Checks	Cross- Cutting
Adults/Childrens establishments		Spot Checks	Cross- Cutting
Youth and Community Buildings		Spot Checks	Cross- Cutting
Sports Centres		Spot Checks	Cross- Cutting
Golf Courses		Spot Checks	Cross- Cutting
Museums		Spot Checks	Cross- Cutting
Parks and Countryside Income (Formerly Nursery/Red Hall Income)		Spot Checks	Cross- Cutting
Art Galleries		Spot Checks	Cross- Cutting
Markets and Street Trading		Spot Checks	Cross- Cutting
Carriageworks Theatre		Spot Checks	Cross- Cutting
Parks and Gardens		Spot Checks	Cross- Cutting
Libraries		Spot Checks	Cross- Cutting
Cemetery/Crematorium		Spot Checks	Cross- Cutting
Public Halls		Spot Checks	Cross- Cutting
Gateway Leeds		Spot Checks	Cross- Cutting
Planning Decisions		Spot Checks	Cross- Cutting
Land and property management		Spot Checks	Cross- Cutting
Events		Spot Checks	Cross- Cutting
Rents & Leases		Spot Checks	Cross- Cutting
Rent income/ Tenancies		Spot Checks	Cross- Cutting
Leedscard		Spot Checks	Cross- Cutting
TOTAL FOR UNANNOUNCED VISITS	100		
SCHOOLS			
Visits to Schools - High	50	Schools	Children's Services
Visits to Schools - Primary and Special	90	Schools	Children's Services
TOTAL FOR SCHOOLS	140		
RISK BASED REVIEWS			
Sustainability (carbon offsetting - RBS)	25	Corporate Governance - Management Assurances	Cross- Cutting
TOTAL FOR RISK BASED REVIEWS	25		
PROCUREMENT			
Exceptions to Contracts Procedure Rules	70	Procurement	Contingency
TOTAL FOR PROCUREMENT	70		
CONTRACT AUDIT			
Capital Projects - Verification of Payment Valuations and Open Book Reviews	110	Contract Audit	Cross- Cutting
Current Contract Audit	100	Contract Audit	Cross- Cutting
TOTAL FOR CONTRACT AUDIT	210		

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Audit		Entity	Directorate
INFORMATION TECHNOLOGY			
ICT Key Projects	80	ICT	Central and Corporate Functions
ICT Central Health Check	50	ICT	Central and Corporate Functions
TOTAL FOR INFORMATION TECHNOLOGY	130		
CORPORATE GOVERNANCE			
Children's Services Governance Evidence Framework	0	Corporate Governance - Management Assurances	Children's Services
Adult Social Care Governance Evidence Framework	0	Corporate Governance - Management Assurances	Adult Social Care
Resources Directorate Governance Evidence Framework	10	Corporate Governance - Management Assurances	Central and Corporate Functions
Environment and Neighbourhoods Governance Evidence Framework	10	Corporate Governance - Management Assurances	Environment and Neighbourhoods
City Development Governance Evidence Framework	0	Corporate Governance - Management Assurances	City Development
Section 151 Officer Governance Evidence Framework	10	Corporate Governance - Management Assurances	Central and Corporate Functions
Monitoring Officer Governance Evidence Framework	10	Corporate Governance - Management Assurances	Central and Corporate Functions
Central Monitoring of Key Partnerships	20	Corporate Governance - Partnerships and 3rd Party Assurances	Central and Corporate Functions
Assurances on Partnerships (including LAA)	20	Corporate Governance - Partnerships and 3rd Party Assurances	Cross- Cutting
Education Leeds Strategic Client	0	Corporate Governance - Partnerships and 3rd Party Assurances	Children's Services
Strategic Landlord Strategic Client	25	Corporate Governance - Partnerships and 3rd Party Assurances	Environment and Neighbourhoods
Strategic Design Alliance Strategic Client	20	Corporate Governance - Partnerships and 3rd Party Assurances	Central and Corporate Functions
Corporate Governance Central Controls (Leeds Evidence Framework)	20	Corporate Governance - Annual Governance Statement	Cross- Cutting
Performance Management Central Controls	10	Corporate Governance - Annual Governance Statement	Central and Corporate Functions
Risk Management Central Controls	0	Corporate Governance - Annual Governance Statement	Central and Corporate Functions
Knowledge & Information Governance - Central Controls	0	Corporate Governance - Data Quality	Central and Corporate Functions
Financial Management Central Controls	20	Corporate Governance - Annual Governance Statement	Central and Corporate Functions
Corporate Procurement Unit Central Controls	30	Corporate Governance - Annual Governance Statement	Central and Corporate Functions
Voluntary Organisation Grants - Central Controls	10	Corporate Governance - Partnerships and 3rd Party Assurances	Cross- Cutting
Business Continuity Management Central Controls	0	Corporate Governance - Annual Governance Statement	Central and Corporate Functions
HR Policies and Procedures Central Controls	30	Corporate Governance - Annual Governance Statement	Central and Corporate Functions
Health and Safety Central Controls	20	Corporate Governance - Annual Governance Statement	Central and Corporate Functions
KLOE Use of Resources Evidence Framework	0	Corporate Governance - CPA/CAA	Cross- Cutting
Comprehensive Area Assessment (CAA) information gathering framework	0	Corporate Governance - CPA/CAA	Cross- Cutting

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Audit		Entity	Directorate
TOTAL FOR CORPORATE GOVERNANCE	265		
EFFICIENCY AGENDA			
Value for Money/BPR/Efficiency	1200	VFM	Cross- Cutting
Duplicate Payments	150	VFM	Cross- Cutting
Fees and Charges Review	50	VFM	Cross- Cutting
TOTAL FOR VALUE FOR MONEY	1400		
HEAD OF AUDIT ASSURANCES			
Other Assurances Contingency	20	Head of Audit Assurances	Cross- Cutting
Interreg	1	Head of Audit Assurances	Cross- Cutting
LPSA 2	40	Head of Audit Assurances	Cross- Cutting
Money Laundering - Report	3	Head of Audit Assurances	Cross- Cutting
FMSIS - Section 52 Outturn Statement	3	Head of Audit Assurances	Cross- Cutting
Leeds City Region	5	Head of Audit Assurances	Cross- Cutting
WYPTA - Memo	2	Head of Audit Assurances	Cross- Cutting
Lord Mayors Charity	10	Head of Audit Assurances	Cross- Cutting
ContactPoint (last year 2009/10)	15	Head of Audit Assurances	Cross- Cutting
West Yorkshire Pension Fund	5	Head of Audit Assurances	Cross- Cutting
Annual Governance Statement (AGS) - Report	3	Head of Audit Assurances	Cross- Cutting
Further Education	5	Head of Audit Assurances	Cross- Cutting
TOTAL FOR HEAD OF AUDIT ASSURANCES	112		
CONTRACT WORK			
FMSiS - Visits to Primary and Special Schools	164	Contract Work	Contract Work
FMSiS - Visits to High Schools	12	Contract Work	Contract Work
Schools - Voluntary Funds	10	Contract Work	Contract Work
Strategic Landlord/ALMO partnership assurance programme	600	Contract Work	Contract Work
LNEH	95	Contract Work	Contract Work
LNWH	50	Contract Work	Contract Work
AVH	0	Contract Work	Contract Work
Belle Isle Tenant Management Organisation	30	Contract Work	Contract Work
Leeds and Yorkshire Housing Association	25	Contract Work	Contract Work
Craven College	30	Contract Work	Contract Work
Ashville College	8	Contract Work	Contract Work
Leeds Marketing	0	Contract Work	Contract Work
Building Hope Charity	3	Contract Work	Contract Work
Interreg Claim	6	Contract Work	Contract Work
Credit Union	125	Free	Contract Work
TOTAL FOR CONTRACT WORK	1156		
EDUCATION LEEDS			
Education Leeds General Contingency	60	Education Leeds	Education Leeds
TOTAL FOR EDUCATION LEEDS	60		
PROFESSIONAL LIAISON			
West Yorkshire Fraud Group	3	Professional Liaison	Professional Liaison

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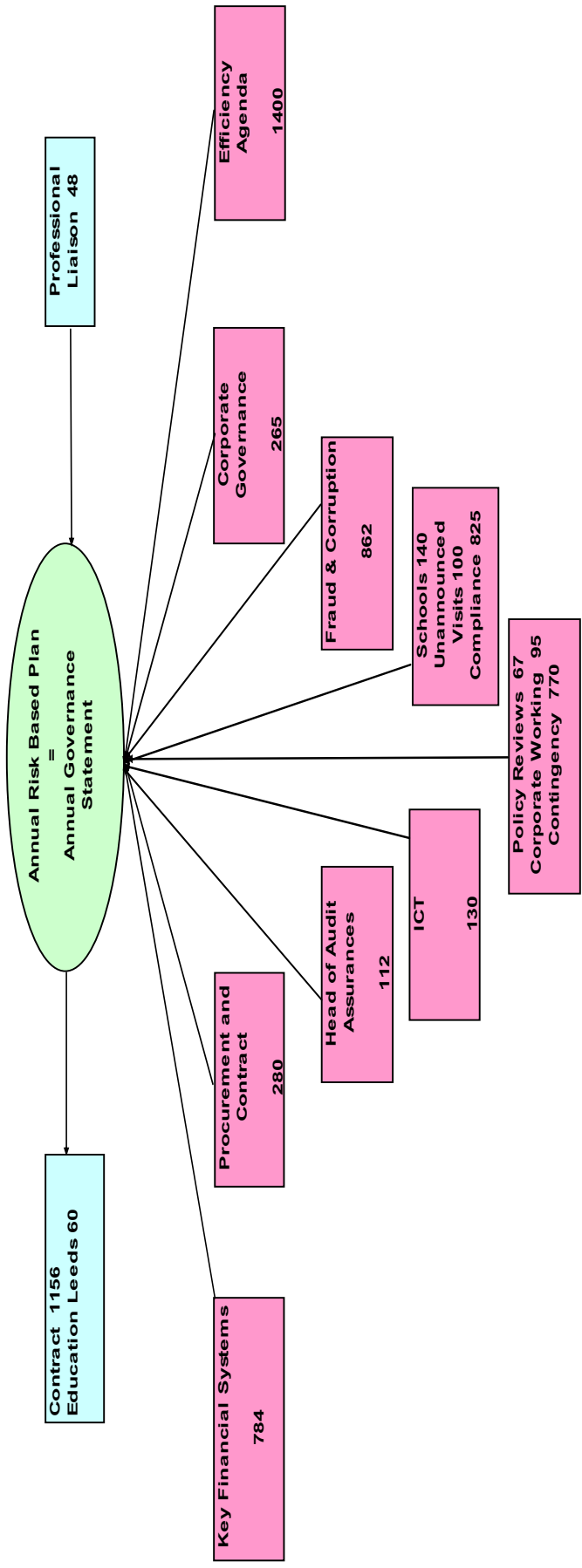
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Audit		Entity	Directorate
CIPFA Computer Audit Sub Group	5	Professional Liaison	Professional Liaison
Northern Counties Chief Internal Auditors Group	5	Professional Liaison	Professional Liaison
CIPFA Contract Audit Sub Group	5	Professional Liaison	Professional Liaison
Core Cities	10	Professional Liaison	Professional Liaison
West Yorkshire Audit Group	5	Professional Liaison	Professional Liaison
CIPFA National Working Groups	15	Professional Liaison	Professional Liaison
TOTAL FOR PROFESSIONAL LIAISON	48		
POLICY			
Contracts Procedure Rules Update	5	Policy	Cross- Cutting
Financial Procedure Rules Update	50	Policy	Central and Corporate Functions
Whistleblowing Policy Update	5	Policy	Cross- Cutting
VFM Policy Update	5	Policy	Cross- Cutting
Anti Fraud and Corruption Policy	2	Policy	Cross- Cutting
TOTAL FOR POLICY	67		
CORPORATE WORKING GROUPS			
Major Project Boards	10	Corporate Working Group	Cross- Cutting
LAPD	10	Corporate Working Group	Central and Corporate Functions
Equality Project Team	5	Corporate Working Group	Cross- Cutting
Corporate Governance and Audit Committee	30	Corporate Working Group	Cross- Cutting
ROSPA and Health & Safety	10	Corporate Working Group	Cross- Cutting
Eco Management Audit Scheme (EMAS)	10	Corporate Working Group	Cross- Cutting
Adult Social Care Steering Group	0	Corporate Working Group	Adult Social Care
Corporate Governance Board	20	Corporate Working Group	Cross- Cutting
TOTAL FOR CORPORATE WORKING GROUPS	95		
CONTINGENCY			
General	400	General Contingency	Contingency
Reactive	200	General Contingency	Contingency
Follow-ups	100	General Contingency	Contingency
Councillor Queries	10	General Contingency	Contingency
Jobs less than 0.5 day	60	General Contingency	Contingency
TOTAL FOR CONTINGENCY	770		
ANTI FRAUD AND CORRUPTION			
RIPA Queries/Liaison	2	Anti Fraud and Corruption	Cross- Cutting
Fraud Investigations	600	Anti Fraud and Corruption	Contingency
Counter Fraud Strategies	100	Anti Fraud and Corruption	Cross- Cutting
Fraud Flashes/Warning Bulletins	5	Anti Fraud and Corruption	Cross- Cutting
NFI	40	Anti Fraud and Corruption	Cross- Cutting
Fraud and Corruption Return	5	Anti Fraud and Corruption	Cross- Cutting
Police Enquiries/Liaison	10	Anti Fraud and Corruption	Cross- Cutting
Ethical Standards Framework	50	Anti Fraud and Corruption	Cross- Cutting
Money Laundering	50	Anti Fraud and Corruption	Cross- Cutting
TOTAL FOR ANTI FRAUD AND CORRUPTION	862		

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Audit		Entity	Directorate
Operational Plan Total	7094		





Report of the Director of Children's Services

Corporate Governance and Audit Committee

29th July 2010

Update on the process for ensuring improvement in Children's Services in Leeds

<p>Electoral Wards Affected:</p> <div style="border: 1px solid black; width: 50px; height: 20px; display: inline-block; vertical-align: middle;"></div> Ward Members consulted (referred to in report)

Executive Summary

- 1.0 At its meeting on 17th March 2010, the Corporate Governance and Audit Committee received a report on the Ofsted and Care Quality Commission (CQC) Inspection of Safeguarding and Looked After Services in Leeds. The Committee was informed that, whilst the inspection had noted some important recent improvement, there remained key areas of concern requiring significant focus. The Committee was also informed about the wider context for service improvement in Leeds, specifically the improvement notice served by central government.

- 2.0 The Committee learnt that in addition to a variety of specific actions within and across services to address recommendations from the inspection, a number of other initiatives were also in place to provide a framework for continuous improvement. In particular the report drew attention to:
 - The establishment of an externally Chaired Improvement Board
 - The development of an overarching Improvement Plan for Children's Service
 - The review of children's services, reported to Executive Board

- 3.0 In line with a request from the Committee, this report provides an update on how this process to monitor and support improvement is progressing. It discusses how the Improvement Plan is being used as a monitoring tool, how the Improvement Board (and other key groups) are operating and how this work is being tied in with the progress of the transformation programme in children's services.

- 4.0 Whilst Leeds has not received a further external inspection to monitor progress to date, the Improvement Plan, Board and related groups are complying with the role and responsibilities originally envisaged for them.

1.0 Purpose Of This Report

1.1 This report provides members with an update on the work that has been done during 2010 to monitor and support service improvement in children's services in Leeds. Specifically it discusses how the improvement plan and the externally chaired Improvement Board have been used to drive this work. It also provides a brief overview of the transformation programme developed to implement wider change across children and young people's service. In providing this information the report responds to a request made by Committee members at their March 2010 meeting.

2.0 Background Information

2.1 At its meeting on 17th March 2010, the Corporate Governance and Audit Committee received a report on the Ofsted and Care Quality Commission (CQC) Inspection of Safeguarding and Looked After Services in Leeds. The Committee was informed that, whilst the inspection had noted some important recent improvement, there remained key areas of concern requiring significant focus. The Committee was also informed about the wider context for service improvement in Leeds, specifically the improvement notice served by central government.

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- The development of an overarching Improvement Plan for Children's Services
- The review of children's services, reported to Executive Board

2.3 The report appended background information that included the terms of reference for the Improvement Board and a table summarising the various officer and political groups involved in monitoring the Improvement Plan. As a form of quick reference, that table is appended again to this report (appendix 1), with an additional comment box added that updates members on whether the groups have been carrying out the role originally envisaged for them. The remainder of this report contains more detail about the work to deliver improvements across children's services.

3.0 Main Issues

3.1 The processes now in place to monitor and support service improvement are providing more clarity, focus, challenge and collective ownership in relation to the children and young people's agenda. The Board has recognised that progress is being made on implementing actions and this is being seen in improvement across a number of performance measures.

The Improvement Plan

3.2 The Improvement Plan was developed as the primary tool for monitoring specific progress and actions highlighted by the Children and Young People's Plan, Ofsted inspections and ratings and the government's improvement notice. The Plan has been valuable in bringing together, in one document, the wide variety of activity needed to deliver better services and enabling a reference point to check progress. However, the breadth of the Plan is such that it has not been feasible for the

Improvement Board (or other bodies) to consider it in full at each of its meetings. As such the Board quickly agreed a process whereby they would focus on specific themes from within the Plan at each of their meetings, whilst also continuing to receive a more detailed monitoring report each month providing an overview across all areas. The monitoring report covers:

- Summary of current strategic position.
- Reminder of top six areas of focus (as identified by the Improvement Board).
- Updated position on top six areas of focus.
- Updated risks and mitigating actions.
- Detailed monitoring update.

3.3 At it's May meeting, in line with the requirements set out in the government's improvement notice, the Improvement Board complemented the monitoring report with a specific stock-take against the issues raised in the improvement notice based on the 2009/10 end of year (quarter four) performance data. This helped to identify the areas where targets set by central government were on track and those where faster improvement is needed. This in turn informed the Board's work plan for future meetings.

3.4 This suite of documents – the Improvement Plan monitoring report, the stock take specifically against the improvement notice and the themed, more detailed reports on key areas of work – have sought to give the Improvement Board a comprehensive range of information. They aim to combine a broad overview, with attention to detail where it is needed and most importantly, an accurate appraisal of areas that continue to present concerns in terms of performance and ultimately therefore, outcomes for children and young people.

3.5 However, the Board and officers supporting it are acutely aware of the importance of getting the maximum benefit from the Improvement Plan and maintaining its relevance to the wider context of developments in Children's Services. The fluency of the Plan is critical given the current pace of change, particularly in view of the transformation programme in children's services (discussed below) the rapidly changing situation around levels of resource and the impact that is being made at the front line. It was therefore proposed to the Board at their June meeting that the Improvement Plan be refreshed to ensure its structure and content continue providing the appropriate framework to continue delivering the required improvements. The refreshed Plan will be submitted to a future Improvement Board for approval.

The Improvement Board and Related Monitoring Groups

3.6 Since March, the Improvement Board has been the principal forum for consideration and monitoring of the Improvement Plan and wider issues relating to delivering improvement in Children's Services. The Board is independently chaired and has representation from key partner organizations across the city. A list of the Board's membership is attached at appendix 2.

3.7 The Board has met monthly throughout 2010. In addition to the reporting arrangements for the Improvement Plan already discussed above, the Board requests information on specific areas or themes considered high priorities. To date these themes have included:

- Effective leadership and Governance

- A skilled and motivated workforce
- Safeguarding

- 3.8 This is a valuable opportunity for Leeds, as it provides insight and challenge around these areas from Board members who have significant expertise and experience in the field. It helpfully complements the discussions around specific actions and progress within the Improvement Plan to provide a more holistic approach to improving services.
- 3.9 The Board also receives monthly updates on the specific National Indicators for the timeliness of initial and core assessments. These are an important indicator of whether children who may be at risk are receiving an appropriate assessment within the statutorily required timescale. These are areas highlighted as a challenge in a number of previous external inspections and reviewing them specifically provides a helpful insight for the Board into the direction of travel within the service. The latest figures show that performance against these indicators is notably improving.
- 3.10 Following each Board meeting a number of key messages are produced and disseminated to leaders across children's services for sharing with staff and action as appropriate.
- 3.11 Whilst it is still relatively early to fully assess the Board's impact, senior officers involved have consistently reported that a good balance of challenge and support is being provided. The board has recognised both those areas where good progress is being made and those where the pace and impact of the action being taken needs to improve. This is helping to guide the focus of effort within services. The Independent Chair of the Improvement Board has (wherever possible) attended other relevant meetings to provide feedback and analysis from the Board's work.
- 3.12 Of the other meetings/arrangements established or in place that are giving further support to monitoring improvement in children's services, there has been a good level of compliance with the original expectations for how these would support the process. The full list at appendix 1 provides more details. Elected Members have been consistently involved, as well as the Executive Member for Children's Services being on the Improvement Board, the Member reference group has brought a cross-party approach to challenging the Improvement Plan, whilst the Children's Services Scrutiny Board is attended by Bill McCarthy quarterly so that the Board can link the Improvement Plan with the other performance management information they receive. The Executive Board is scheduled to receive a detailed update report in August 2010.
- 3.13 Whilst recognising the importance and benefits of having a range of groups supporting and reflecting on the main Improvement Board's work, officers are maintaining a reflective oversight of these to ensure that the groups that are in place are adding value. This ensures that the time and effort dedicated to servicing these various groups is well spent and ultimately supporting a better process that builds the knowledge and confidence of all those with an interest in this area.

The Transformation Programme Across Children's Services

- 3.14 To give Committee members a full appreciation for how the different strands of improvement work are currently being overseen, it is important to mention briefly the process in place to take forward the recommendations from the review of children's services that was reported to Executive Board in March this year. That review made

recommendations that will ultimately lead to more integrated children's services, including the winding down of the Education Leeds contract.

- 3.15 To deliver against this review a transformation programme was established, overseen by a Transformation Board that meets every two weeks. The Transformation Board includes senior representatives from partners across children's services in the city, including health, the police and schools. It is chaired by the Interim Director of Children's Services.
- 3.16 The Board has established a detailed programme of work with the aim that new arrangements will be fully established by 1st April 2011. Several key strands have been identified, with experienced project leaders managing these on the Transformation Board's behalf. A more detailed update on the progress and direction of this work will be submitted to the Executive Board in August 2010.
- 3.17 Whilst the details of this programme are not within the scope of this report, it is an important consideration in terms of the process for monitoring and delivering better services because the transformation work is intrinsic to achieving longer-term sustained improvement. The transformation programme is already part of the improvement plan, but as it gathers pace and scope the Improvement Board have recognised that the two increasingly need to be considered as a whole package so that the Board can see both the overall direction of change, as well as the particular action being taken to address specific challenges within services.
- 3.18 To assist the Board in achieving this balance, the refresh of the Improvement Plan (discussed in paragraph 3.5 above) will link the transformation programme and the improvements being made within services more clearly together so that the Improvement Board can monitor these as a whole and ensure they are complementing one another effectively.

4.0 Implications For Council Policy And Governance

- 4.1 Improvement in Children's Services is a high priority for the Council. It is very important therefore that Improvement Plan, the transformation programme and the work of the Improvement Board are effective.

5.0 Legal And Resource Implications

- 5.1 There are no specific legal and resource implications from this report. Support to the Improvement Board and other monitoring groups, is provided by existing Council resources.

6.0 Conclusions

- 6.1 The processes now in place to monitor and support service improvement have provided more clarity, focus, challenge and collective ownership in relation to the children and young people's agenda. In terms of services improvement, there has been progress made, but there also remain notable challenges, which the Improvement Board is aware of and focusing on.

7.0 Recommendations

It is recommended that the Committee note the process in place to support, challenge and monitor the improvement required in children's services.

Background Documents

Report to Corporate Governance and Audit Committee 17.03.10: 'The Ofsted and Care Quality Commission (CQC) Inspection of Safeguarding and Looked After Services in Leeds'.

Monitoring the Children's Services Priority Improvement Plan

Key Meetings	Purpose of Meeting	Frequency of Meeting	Progress
Children's Services Leadership Team <i>(Chaired by DCS)</i>	Improvement plan delivery, monitoring and clearance of papers for the Improvement Board	Once a month	Meeting as intended
Children's Services Improvement Support Group <i>(Chaired by Council Chief Exec)</i>	Challenge and support for the delivery of the plan from a cross-council perspective. Manage follow-up from and preparation for Improvement Board	Once a month	Meeting as intended
Children's Services Improvement Board <i>(Chaired by Bill McCarthy)</i>	Advise on and challenge delivery, progress and outcomes of the Improvement Plan Monitor compliance with the terms of the Improvement Notice	Once a month	Meeting as intended
Children's Services Scrutiny <i>(Chaired by Cllr Chapman)</i>	Monitoring our progress against the plan on a quarterly basis	Quarterly	Built into the regular scrutiny performance management process, latest review in July 2010.
Executive Board	6-monthly review of progress against the Improvement Plan	6-monthly	Update scheduled for August 2010.
Member Reference Group <i>(Chaired by the Council Chief Exec)</i>	Briefing on progress against the plan and challenge as appropriate	Six weekly	Membership revised following the election. Met in early July 2010.
Leader Management Team	Briefing on progress against the plan and challenge as appropriate	Approximately once a month	Last update provided early July 2010. Improvement Board Chair in attendance
Children's Trust Board	Understanding progress against the Children's Services Priority Improvement Plan and driving forward necessary change	Every two months	Last meeting in June 2010.
Department for Education – Interim Reporting	Review progress specifically against the improvement notice.	Every six months (linked in to PI data)	Met in May to review March 2010 data. Due to meeting in Nov to consider Sept 2010 data. Also holding periodical reviews.

Appendix 2:

Improvement Board Membership

Board Members:

- Bill McCarthy (Chair), Chief Executive of NHS Yorkshire and Humber
- Councillor Judith Blake, Lead Member for Children's Services
- Gerry Broadbent, Leeds North East Divisional Commander, West Yorkshire Police
- Peter Roberts, Chief Executive of Leeds City College
- John Lawlor, Chief Executive of NHS Leeds
- Paul Rogerson, Chief Executive of Leeds City Council
- Penny Thompson, external challenge and support

Other Attendees

- James Rogers, Assistant Chief Executive (Planning, Policy and Improvement)
- Eleanor Brazil, Interim of Director of Children's Services
- James Holden – DfE
- Helen McMullen - GOYH

- Senior colleagues from children's services, Education Leeds and partner organisations will attend and report into the Board as required



Originator: Clare Munnelly

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Report of the Chief Planning Officer

Corporate Governance & Audit Committee

Date: 29th July 2010

Subject: Principles governing the management of S106 Planning Agreements & S278 Highways Agreements

Electoral Wards Affected:

Ward Members consulted (referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose Of This Report

- 1.1 The purpose of this report is to provide the Corporate Governance & Audit Committee with;
- i) An overview of the current system for managing S106 Agreements in Leeds.
 - ii) An overview of the S278 Agreement process.

2.0 Background Information

- 2.1 Planning Obligations, also known as S106 agreements, are typically agreements negotiated between local authorities and developers in the context of granting planning consent in order to mitigate their impacts and make them acceptable in planning terms. Direct provision, through on-site benefits, and/or commuted financial contributions may relate to transport provision, affordable housing, greenspace, education or other community benefit. The wording of each S106 agreement will vary depending upon the benefit being sought.
- 2.2 Circular 05/2005 sets out Government policy for the use of S106 agreements. A document entitled Planning Obligations: Practice Guidance published July 2006 by the Department for Communities and Local Government provides further guidance to all parties involved in the planning obligations process. Leeds Unitary Development Plan (UDP) policies carried forward as part of the emerging Local Development Framework (LDF) provide the local policy context in which the authority can seek planning obligations from developers. These policies are translated further within published Supplementary Planning Guidance (SPG) retained as part of the LDF or more recently through the draft Supplementary Planning Documents (SPDs) which are being produced as part of the LDF process.

2.3 The SPG/SPD documents provide information on the level of contribution, the method of payment and the monitoring of agreements. The level of contribution may be, for example, the provision of land laid out as Greenspace (on the development site) or a commuted sum in lieu of this but which has to be spent on the provision or enhancement of Greenspace in the same community area. The SPG/SPD documents primarily ensure a district wide approach to securing contributions, however, additional area specific guidance is also provided by a number of approved SPG and SPD documents (e.g. Eastgate) & Holbeck Urban Village.

3.0 PRINCIPLES GOVERNING THE MANAGEMENT OF PLANNING OBLIGATIONS

3.1 The responsibility for monitoring S106 Agreements lies with the Chief Planning Officer although a number of different service areas are involved at several stages. The Planning Agreement Manager is responsible for co-ordinating the different stages of this process and manages a database detailing information on all planning obligations. This information includes;

- monies received,
- monies due,
- monies spent,
- monies available to spend,
- restrictions on spend,
- any onsite works due/carried out.

Previously, this information has been reported to Ward Members and Lead officers (from across the council) on a quarterly basis. The database is updated on a daily basis and in order that accurate information can be continuously available to Members, Officers, developers and the public. However, in future, it is proposed to provide comprehensive updated reports to ward members & Lead Officers electronically every six months as the extent of change every quarter is not that great.

3.2 The process for tracking sums received, or works carried out and the allocation of monies varies according to the type of obligation (e.g. direct provision by developers on site or commuted sum benefits). In the case of Greenspace, the process for reaching agreement with Ward Members and local communities about how the money received should be spent and then securing the necessary formal approvals for schemes to progress is the responsibility of officers within Strategy & Policy but close working with colleagues in Parks & Countryside is essential. Other parts of the Council are responsible for delivering other benefits but a key element in all of this activity is the role of the Planning Agreement Manager who ensures that this range of work is properly co-ordinated. This includes;

- Education contributions,
- Affordable Housing
- New Generation Transport
- Greenspace/other improvements to the public realm
- Other Community Benefits.

4.0 ALLOCATION OF MONIES RECEIVED FROM S106 PLANNING OBLIGATIONS

4.1 Although the system for managing planning obligations, is led by the Chief Planning Officer, numerous parties and departments of the Council are involved in the process, typically Planning & Development Services, Strategy and Policy, Finance and Legal Services, Parks & Countryside and other external bodies such as Metro.

- 4.2 The process for the allocation of monies varies and can depend on the type of benefit the commuted sum is in lieu of or in contribution to (e.g. Greenspace, Affordable Housing, Education, Community Benefits, Highways and Public Transport Infrastructure).
- i) In the case of **Greenspace**, Ward Members, officers or the local community may first identify potential Greenspace projects. A corporate officer working group, the Greenspace Implementation Group (GIG), has been established to bring these schemes forward in accordance with agreed priorities and to ensure that there is Ward Member and community consultation for proposed schemes. Irrespective of where a particular scheme originates, consultation with Ward Members must take place before a scheme can progress.
 - ii) Financial contributions received for **Education & Highways** are passed on directly to Education Leeds & Highways, respectively, as they are related to specific schemes or provision of facilities in the vicinity of the development.
 - iii) Where financial contributions are secured for **Affordable Housing**, they are in effect, 'banked' until sufficient funds are in place to implement schemes. However, the key aim of the policy to secure affordable housing is to ensure that provision is made on the application site.
 - iv) **New Generation Transport** contributions are ring fenced for those schemes identified within the West Yorkshire Local Transport Plan and/or for specific measures in the vicinity of the application site.
 - v) Other **Community Benefits** are developer contributions which are not specifically for a named project but must be spent in locations, which as closely as possible, meet the needs of the residents of the generating development, within the same or adjoining Community Area. An example might be a Community centre.

5.0 SPENDING OF MONIES RECEIVED FROM S106 PLANNING OBLIGATIONS

- 5.1 Each S106 agreement is closely monitored to ensure that the money is spent within the specified timescale (where this is stated). The systems and procedures relating to s.106 and S278 agreements was presented to Scrutiny Board on 18th December 2007 & 10th November 2009 and that the conclusions of the Board were complementary about the procedures that are in place.
- 5.2 There is an active programme in place to ensure that all S106 commuted sums are spent in accordance with the legal agreements concerned. The amount of sums held by the Council changes every day, as monies are received, committed and spent.
- 5.3 Commuted Sums are only identified as 'committed' once official approval has been achieved. The sums are then only identified as 'spent' when they are actually allocated. This is to ensure the transparency of our accounts and meet the requirement of auditors. So significant sums which are described as 'uncommitted' are in fact currently going through the approval for spend process or are at the early stages of consultation.
- 5.4 When identifying how sums should be spent, the aim is to create viable and sustainable schemes in response to local need and priorities and in line with the intended purpose of the contributions. This approach values consultation with ward members as a means to ensure that local communities are involved in these decisions. This whole process can take a considerable length of time. Listed below are some of the key reasons why monies may remain unspent for a period of time;

- i) Some monies have specific restrictions on where/how they must be spent. (*Obligations must also be directly related to proposed developments, for example, there should be a functional or geographical link between the development and the item being provided as part of the developer's contribution* - ODPM Circular 05/2005 Planning Obligations) These monies will then form part of a series of phased payments required to fund a particular scheme which is in line with the restrictions on how/where the money must be spent. Also, it is often the case that there is a need to fund priority schemes, or a more comprehensive project, from a number of different sources in the same locality. Consequently, some funds have to remain untouched until **all** the funding is in place. The effects of the economic downturn have compounded this issue owing to developments not proceeding or coming forward at a slower rate.
- ii) Some monies are earmarked for specific schemes which are programmed but which cannot be implemented immediately.
- iii) Some of these monies have only been received recently, even though the planning approval was some years ago. This is because payment of the sums is tied to 'trigger points' within the development process, e.g. commencement of works, first occupation, 50% occupation, amount of floorspace constructed etc. Again, payments may have been delayed.
- iv) Some of these monies are ringfenced for Public Transport Infrastructure, specific works at Holbeck Urban Village, specific Highways & Education works, and sums currently going through an approval process for spending on Affordable Housing. Many of these funds are therefore restricted geographically or tied to specific works or are currently undergoing the 'approval for spend' process.
- v) The process for agreeing the implementation of the monies differs depending on what the money is to be spent on. The system for spending monies for Greenspace & Play Areas involves extensive consultation with the relevant Ward Councillors, communities and other council departments). Then, procure the works via the tender process or competitive quotations, followed by a construction period which is often reasonable by its very nature.

5.5 As all sums are restricted in some way by the wording in the various S106 agreements, either to a specific project or area as illustrated above, it is clearly important for officers to ensure that spending the sums received are entirely consistent with each legal agreement. It is also important to note that funds provided under s.106 Agreements are often subject to clawback clauses if the monies are not spent within a specified time period, typically 10 years. This gives added importance to the need for officers to monitor all s.106 Agreements in order to ensure that monies received are spent in a timely manner and for the intended purpose.

6.0 SUMS NOT YET RECEIVED FROM SIGNED S106 LEGAL AGREEMENTS

- 6.1 There are a number of reasons why sums have not yet been received by the Council, after being pledged within S106 Agreements.
- i) A considerable amount has been recently pledged from several major developments which have not hit appropriate trigger points yet due to slow progress, have been mothballed due to the current economic climate or because they may not be implemented for some time, e.g. Sovereign Street and sites within Holbeck Urban Village.
 - ii) On bigger schemes, S106 monies may be paid at different stages of development. For example, a planning application may have been approved in 2008 and the Legal Agreement drawn up in 2008 when the planning permission was granted.

However, development on site may not commence until 2011 (especially due to the economic downturn), and monies may not be due to be paid to the Council until the development is fully occupied which may be 2013/2014 or some other future date. It's important to note that due to the current climate some sites are not progressing with speed.

- iii) Some Legal Agreements may be drawn up and monies agreed but developments are never implemented so these monies would then not be payable. Once again the economic climate has led to an increase in mothballed sites.
- iv) Some monies may be held as a bond and therefore may not be due unless onsite works are not carried out as agreed. If the onsite works are carried out these sums would then not be payable, eg, Greenspace may be provided onsite instead.
- v) Some monies may only have been agreed recently and so are not due to be paid to the Council for some considerable time. The Council carries out regular monitoring checks to ensure that triggers for payment are adhered to and any problems are identified and addressed.
- vi) The developer who signed the agreement may have gone into liquidation and although the s.106 Agreement will remain as a land charge on any subsequent disposal, the funds arising from the development may not be achieved for some time.

6.2 When appropriate trigger points are reached, the Planning Agreement Manager raises an Invoice to the Developer for the agreed sums. Usually the developer pays the invoice on receipt. However, if the Invoice is not paid, Sundry Debtors proceed with their recovery protocols.

7.0 THE ENFORCEMENT OF PLANNING CONDITIONS USED TO SECURE PLANNING OBLIGATIONS

- 7.1 Section 72 of the Town and Country Planning Act 1990 contains a general power to impose conditions on a planning permission. However, judicial decisions have clarified that to be lawful, a planning condition must be reasonable and relate to the development permitted by the planning permission.
- 7.2 The determination of major planning applications can be delayed by the requirement for the applicant to enter into a S106 obligation. In appropriate circumstances, particularly in the case of straightforward major applications, it is possible to use Grampian Conditions⁽¹⁾ as a prelude to obligations being entered into, so as to enable the application to be determined, but preventing implementation of the permission until such time that alternative arrangements i.e. a S106 obligation has been put in place. Following further guidance from the Planning Inspectorate, Grampian Conditions are now rarely used.
- 7.3 Detailed advice on the use of conditions is given in Circular 11/95 which stipulates that conditions should be necessary, relevant to planning and to the development to be permitted, enforceable, precise and reasonable in all other respects.
- 7.4 The enforcement of planning conditions allows a local planning authority to take enforcement action if appropriate where the condition has been breached. The Enforcement Team and the Planning Agreement Manager both monitor progress with individual cases to ensure that non-compliances are identified and dealt with at the earliest stage possible. A summary of the current position for planning conditions used to secure planning obligations is provided in Appendix 2.

(1). A "Grampian Condition" is a planning condition attached to a decision notice that prevents the start of a development until off-site works have been completed on land not controlled by the applicant.

- 7.5 In Leeds, the Planning Agreement Manager is responsible for tracking & monitoring planning conditions used to secure planning obligations. Onsite monitoring visits are carried out, as they are with S106 agreements. If the development has commenced and the developer has not complied with the planning condition used to secure planning obligations, the Planning Agreement Manager will communicate this non-compliance to the Enforcement Team, who then instigates enforcement action. This will begin with a letter to the developer detailing the seriousness of the non-compliance and the requirement for immediate action by the developer and ultimately could result in works being stopped onsite if the developer disputes payment.
- 7.6 The planning condition is also logged as a local land charge which means that a developer would not be able to sell any properties without this non-compliance showing up on a local land search performed by buyers.

8.0 SECTION 278 AGREEMENTS IN RELATION TO PLANNING APPROVALS

- 8.1 The assessment of a planning application sometimes results in a requirement for off site highway works to be funded by the developer. If the works are to be totally funded by the developer then the appropriate means of achieving this is through a S278 Agreement of the Highways Act 1980. As stated previously in para 3.1(v), if the developer is contributing a fixed amount towards highway works, for example a contribution to a larger scheme than necessary for the development itself, then a Section 106 agreement under the T & CPA 1990 is the appropriate method.
- 8.2 S278 is a mechanism by which a highway authority can take payment from a third party for the execution of highway works where that party will derive special benefit from such works. The methodology of the Leeds City Council's standard agreement is:-
- i) The highway works are agreed prior to the granting of planning permission and conditioned on the approval development.
 - ii) Once planning permission has been granted the developer requests that a S278 Agreement be entered into.
 - iii) A Design & Cost report is present to the Highways Board which seeks permission to negotiate and enter into a S278 Agreement. Formal approval for injection into the capital programme, by the Director of Resources, is also obtained. The report states that the highway works have previously been through a formal consultation process when the planning application was determined.
 - iv) The agreement is negotiated on the principles of the standard agreement whereby:-
 - Leeds City Council will inform the developer of the staff costs for carrying out the detail design of the scheme.
 - On receipt of a portion of the design fee the Council carries out the design, and with the developer's approval seeks tenders.
 - Full payment for all costs is required from the developer in advance of entering into a contract for the works.
 - A final account is prepared on completion of the works and financial closure of the scheme completed
- 8.3 The S278 process has been subjected to an internal financial audit on two occasions in the last five years and the process, and compliance with the process, has been confirmed by the audit.

9.0 AREAS FOR IMPROVEMENT

- 9.1 Although the process for managing s.106 and s.278 Agreements are considered to be robust and up to date, the arrangements are the subject of regular review between the Chief

Planning Officer, the Planning Agreement Manager and relevant team leaders. These reviews have highlighted two areas where procedures could be improved. These are:

a) Communication with Ward Members: As described in this report, Ward Members are always consulted on proposals to spend monies received through s.106 Agreements before a commitment is made. Ward Members are also informed of the overall picture of what monies have been received, monies due, and monies spent and currently available to spend on greenspace improvements, not just in their ward but also district wide. Whilst this report is useful to elected members, it is essentially an extract from a database and a little 'dry.' Consequently, it is intended to make this a more interesting and readable document by providing a very short covering report, supported by photographs, highlighting schemes which have been implemented through s.106 funding. These 'headlines' will help ward members and lead members to appreciate the tangible results of the s.106 programme and the community benefits that have resulted. The covering report can also give some guidance on forthcoming projects.

b) Ward Member input in drawing up s.106 Agreements: Whilst ward members are consulted on the spending of s.106 monies received, it is acknowledged that they need to be given more opportunity to comment and influence the Heads of Terms of s.106 Agreements before they are finalised. This is to enable Members, from their knowledge of their area, to suggest priorities that contributions should be used for and any other non-standard community benefit which can be justified and delivered through the planning application process. Case officers handling planning applications will therefore be asked to raise this with Ward Members in appropriate situations on major applications where planning benefits are normally requested. However, it should be noted that any benefit negotiated through a s.106 Agreement must be consistent with the statutory regulations (s.122 of the Community Infrastructure Levy Regulations 2010), which states that a planning obligation must be:

- (a) necessary to make the development acceptable in planning terms;
- (b) directly related to the development; and
- (c) fairly and reasonably related in scale and kind to the development.

The final decision on the form and extent of the contribution is the responsibility of the Local Planning Authority.

10.0 CONCLUSION

- 10.1 The Council will continue to use the existing measures in place to monitor and track S106 & S278 Agreements. Current procedures are fit for purpose and are subject to regular monitoring and review.
- 10.2 Officers will continue to maintain a database and calculations of contributions to ensure accountability and maintain transparency.
- 10.3 Officers will continue to report unspent balances to members, appropriate officers and departments, to ensure that monies continue to be utilized at the earliest opportunity in a way which reflects choice for the developer yet meets local priorities, within the national policy framework. The regular, bi-annual reports which are circulated will be improved to provide a brief commentary on key projects which have been implemented together with a summary of emerging schemes.
- 10.4 Officers will continue to involve members and community groups in the allocation of greenspace monies to ensure that we are fully aware of local community needs and priorities when allocating available monies. Within the context of the statutory regulations,

action will be taken to give Ward Members an opportunity to influence the contents of s.106 Agreements at an earlier stage to enable local priorities for community benefits to be considered as part of the planning application process.

11.0 RECOMMENDATION

- 11.1 Corporate Governance & Audit Committee is asked to note the arrangements that are in place to manage the s.106 and s.278 programmes and the reassurances given that the system is robust, up to date and in line with statutory regulations. The Committee is also asked to note that such arrangements are subject to regular review and monitoring and that continual improvements to the systems in place are sought. The Committee is invited to make comments on the report and recommendations as appropriate.

List of Background Papers

Town & Country Planning Act (1990)

Circular 05/2005

Planning Obligations: Practice Guidance (2006)

Leeds Unitary Development Plan (UDP)

Local Development Framework (LDF)

Internal Audit Report (2007)

Supplementary Planning Guidance

S106 Planning Agreements: Quarterly Schedule of Funds



Originator: M Turnbull

Tel: 3950805

Report of the Director of Environment and Neighbourhoods

Corporate Governance & Audit Committee

Date: 27 July 2010

Subject: RIPA Policy

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

The Regulation of Investigatory Powers Act 2000 (RIPA) is designed to ensure that public bodies respect the privacy of members of the public when carrying out investigations, and that privacy is only interfered with when the law permits and there is a clear public interest justification.

New codes of practice which came into force in April 2010, require local authorities to involve elected Members in strategic oversight, including setting the policy and reviewing use at least once a year, and considering reports on use on at least a quarterly basis. This report outlines current practices in Environment & Neighbourhoods, and proposes a draft policy on directed surveillance conducted under RIPA. The policy will have to be approved by Executive Board.

1.0 Purpose of the Report

- 1.1 The Regulation of Investigatory Powers Act 2000 (RIPA) is designed to ensure that public bodies respect the privacy of members of the public when carrying out investigations, and that privacy is only interfered with when the law permits and where there is a clear public interest justification.
- 1.2 This report outlines the Council's proposed policy on covert surveillance conducted under RIPA in Appendix 1. It explains why and how covert surveillance is used, and by whom. The Covert Surveillance and Property Interference Revised Code of Practice provides that elected Members "should review the authority's use of the 2000 Act and set the policy at least once a year. They should also consider internal reports on the use of the 2000 Act on at least a quarterly basis to ensure that it is being used consistently with the local authority's policy and that the policy remains fit for purpose". This policy is not part of the Policy Framework as specified in the Council's Constitution, and so will need to be approved by Executive Board.

2.0 Background

- 2.1 RIPA provides an authorisation process for certain types of surveillance and information gathering, and that process can be used as a defence against human rights claims. At present, the Council is entitled to authorise its own directed surveillance under RIPA. However, there are a number of safeguards to prevent the over-use of authorizations. The only purposes for which the Council can authorise such surveillance are for "preventing or detecting crime or preventing disorder". In addition, the level at which authorisations can be granted by local authorities has recently been raised, and it has been agreed that generally this should be at Director level. An authorisation can only be given where the authorising officer believes the authorisation is "necessary" for the purposes mentioned above, and that the surveillance is "proportionate" in relation to what is sought to be achieved by carrying it out. In addition, the Office of Surveillance Commissioners (OSC), the regulatory body for covert surveillance, carries out regular inspections of the Council's arrangements for authorisations, including "spot checking" individual authorisations.
- 2.2 The Coalition programme for government states "We will ban the use of powers in the Regulation of Investigatory Powers Act (RIPA) by councils, unless they are signed off by a magistrate and required for stopping serious crime". Consequently, it appears that the current "self authorisation" powers will eventually be removed, and that the purposes for which an authorisation can be granted will also be changed. As yet however, there is no indication from the Home Office when these changes will be made.
- 2.3 At present, apart from exceptional cases, the only Directorate to use RIPA authorisations for covert surveillance is Environment & Neighbourhoods, and then only the Anti-Social Behaviour Unit (Community Safety) (ASBU) and Health and Environmental Services (HEAS). In the 18 month period between 1 April 2008 and 31 December 2009 48 authorisations were given, of which 23 were for the purposes of tackling anti-social behaviour and 25 were for environmental enforcement.
- 2.4 With most investigations concerning anti-social behaviour, fly-tipping and other waste offences, a range of information can be accessed without any recourse to covert methods. This can be by gathering evidence directly from victims and witnesses, by encouraging reporting to the Council, Police or other agencies, by

overt staff observation or by using overt surveillance, such as public safety CCTV. Overt investigations, apart from gaining evidence to resolve the problem and/or progress legal action, also make the Council's actions visible to victims, witnesses and the wider community and thus provides reassurance that we are acting on their concerns. There are therefore advantages in using "normal" investigation methods, other than the covert gathering of evidence, and indeed many Council services other than the ASBU and HEAS use overt techniques to obtain information about possible regulatory breaches. Therefore, the presumption applied by the Directorate will always be towards overt surveillance.

- 2.5 However, in some circumstances overt methods might not yield results. For instance, in some neighbourhoods witnesses may be too intimidated to give evidence against perpetrators.
- 2.6 The Directorate's practice is that covert surveillance is only considered as an option when these other means of acquiring information about the problem have been considered, or where overt methods have been used and failed. Moreover, covert surveillance is only considered when the problem is serious and/or persistent, and where overt surveillance would not provide evidence of the offences and/or might displace the problem elsewhere. The Directorate does not use covert surveillance to address minor matters, but instead focuses on those issues which are of greatest concern to the community – environmental damage such as flytipping and graffiti, and anti-social behaviour where individuals or families are targeted or threatened.
- 2.7 Whilst covert surveillance does not always lead to evidence that can be presented at court, it has led to positive outcomes in a number of cases through the positive identification of perpetrators. Examples are: prosecutions for breaches of ASBO and tags; possession orders; prosecutions for waste offences; legal notices on individuals; seizure of vehicles; evidence of other offences passed to the Police. Whilst it is difficult to provide a precise definition of the circumstances where an authorization may be appropriate, Appendix 2 gives some examples of the use of covert surveillance by the ASBU.
- 2.8 In such cases, covert surveillance may be used. Thus far the Directorate has only used directed surveillance, but it is also able to use a "covert human intelligence source". As the Council is not expecting to use this method however, the proposed policy does not cover it. Nor does the policy cover intrusive surveillance, which the Council is not permitted to authorise.
- 2.9 The procedures adopted by the Council when undertaking directed surveillance are:
- To ensure it adheres to the letter and spirit of RIPA;
 - To take seriously issues of privacy, intrusion and risk;
 - To ensure a robust process through the use of training, cross-service authorisation
 - To follow the recommendations of the Office of Surveillance Commissioners (the regulatory body for directed surveillance)
- 2.10 A Corporate Guidance and Procedure document issued by Legal, Licensing and Registration Services, is available for use by applicants and authorising officers.

3.0 Main Issues

- 3.1 It is proposed that the Council's RIPA policy should reflect current practice within Environment & Neighbourhoods, and also the requirements of the new Covert

Surveillance and Property Interference Revised Code of Practice issued by the Home Office.

- 3.2 A proposed policy is set out in Appendix 1.
- 3.3 As this is the first time the Council has been required to have a policy on the use of RIPA, it is proposed that the policy should do no more than reflect current practice within the Directorate which is the main user of the authorisation process, and that consideration should then be given to developing the policy further prior to the first review.
- 3.4 The policy should ensure that RIPA is only used in a balanced and proportionate way in serious and/or persistent cases, where overt methods are not appropriate, or where overt methods have been used and have failed.

4.0 Implications for Council Policy and Governance

- 4.1 The Code of Practice mentioned above must be taken into account by the courts, and by the OSC when carrying out inspections. The Council can be required to justify, with regard to the Code, the use or granting of authorisations generally.
- 4.2 The terms of reference of Corporate Governance and Audit Committee include the review of the “adequacy of policies and practices to ensure compliance with statutory and other guidance”. It is therefore proposed that quarterly reports on the use of RIPA, and the annual review of the policy should be dealt with by Corporate Governance and Audit Committee.
- 4.3 For the reasons set out above, the proposed policy will need to be approved by Executive Board.

5.0 Legal and Resource Implications

- 5.1 The legal implications of the proposals in this report, are as set out above.
- 5.2 The resource implication is that strategic oversight and reviews by Members, are now required. In addition, authorisations are required to be dealt with at the more senior level of Director, and an overview of designated authorising officers by a member of CLT, is also required.

6.0 Conclusions

- 6.1 The Council needs to adopt a clear policy about the use of RIPA authorisations, to the effect that they will only be granted in serious cases, after overt methods have been considered, and that there will be a demonstrable balance between the impact of the surveillance proposed, and the gravity and extent of the perceived crime or disorder.

7.0 Recommendation

- 7.1 Members are requested to comment on the draft policy prior to consideration by Executive Board.

Background Documents: Regulation of Investigatory Powers Act 2000

Regulation of Investigatory Powers Act 2000 (RIPA) Policy

1.0 Extent

This policy applies to the authorisation of directed surveillance under sec 28(1) of RIPA. This policy does not cover the authorisation of covert human intelligence sources under sec 29 of RIPA. Nor does it cover intrusive surveillance (which the Council is not entitled to authorise under RIPA).

2.0 Safeguards

- 2.1 The Council will apply a presumption in favour of overt investigation methods. The Council will always consider using a variety of overt investigatory tools, before considering whether an authorisation is required. Covert investigation will be used only when other reasonable options have been considered, and ruled out.
- 2.2 In order to comply with the duties in sec 28(2) of RIPA, that a person shall not grant an authorisation for the carrying out of directed surveillance unless they believe that the authorisation is “necessary” on the ground of preventing or detecting crime or preventing disorder, and in accordance with the Covert Surveillance and Property Interference Revised Code of Practice, the Council will
- balance the size and scope of the proposed activity against the gravity and extent of the perceived crime or offence, or disorder;
 - explain how and why the methods to be adopted will cause the least possible intrusion on the target and others;
 - consider whether the activity is an appropriate use of the legislation and a reasonable way, having considered all reasonable alternatives, of obtaining the necessary result;
 - evidence, as far as reasonably practicable, what other methods had been considered and why they were not implemented.
- 2.3 The Council will only use covert surveillance when the problem is serious and/or persistent, and where overt surveillance would not provide evidence and/or might displace the problem elsewhere.
- 2.4 The Council will not use covert surveillance to address minor matters, but instead will focus on those issues which are of greatest concern to the community – environmental damage such as flytipping and graffiti, and anti-social behaviour where individuals or families are targeted or threatened.
- 2.5 The Council will only use covert surveillance either to obtain evidence that can be presented at court, or where another positive outcome relating to the prevention or detection of crime or the prevention of disorder has been identified, for example through the positive identification of perpetrators.
- 2.6 The Council will give responsibilities to a single member of its Corporate Leadership Team, Nicole Jackson, Assistant Chief Executive (Corporate Governance) to ensure that designated authorising officers meet the standards required by the Office of Surveillance Commissioners.

- 2.7 The Council will ensure that the quality of authorisations is monitored by Legal, Licensing and Registration Services.
- 2.8 The Council will ensure applicants and authorising officers receive an appropriate level of training.
- 2.9 The Council will ensure that in accordance with The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010, authorisations will only be granted by Directors. This will avoid any perception that authorising officers are directly involved with the investigations they authorise. Authorising officers will therefore be able to apply more independently reasoned judgment of the issues
- 3.0 **Review**
- 3.1 This policy will be reviewed on an annual basis, and reports on the use of authorisations will be considered on a quarterly basis, in each case by Corporate Governance and Audit Committee.

Appendix 2

Use of RIPA by Anti Social Behaviour Unit

Some examples where this tool has been used and proved successful:

Date Applied	Reasons for RIPA	Outcomes Obtained	Date Cancelled
10.10.08	The purpose of the investigation was to monitor and record the activities of a number of known suspects who were congregating in a small cul-de-sac. It was believed that this group were responsible for high levels of crime, anti social behaviour, intimidation and property damage in the locality. It was hoped that with the use of covert surveillance equipment it would be possible to confirm the identities of those involved in the nuisance and disorder and where possible secure evidence to facilitate criminal prosecutions and or further civil enforcement measures towards individuals themselves or tenancy enforcement action against their properties/tenancies. Local residents were not willing to give evidence for fear of reprisals.	Four pieces of footage were used to identify seven breaches of an anti social behaviour order (ASBO) against **** * and three stills were used to prove breach of ASBO and tenancy and eleven offences of trespass by other family members. There was also a breach of a tag on *****. All this was used for the breaches of the ASBO, to obtain possession of the property and to breach the tag.	28.10.08
20.10.09	The authorisation was obtained due to reports of crime and anti social behaviour. Many of the residents in the area were extremely vulnerable and because of their fear of reprisals, were reluctant to attend court as witnesses. The purpose of the surveillance was to confirm the identity of young people whom the Council and West Yorkshire Police believed were involved in persistent anti social behaviour on the Cardinals, and to document their behaviours. Surveillance was carried out on a number of occasions.	Acts of anti social behaviour were witnessed on these occasions and the evidence was used at court on 29 th October 2009. On this date a possession order was granted on one of the properties. A Notice of Intention to Seek Possession was also served on the other property.	29.10.09
17.11.09 Renewed 15.12.09 Renewed 14.1.10	The authorisation was given in connection with the investigation of crime and anti social behaviour. It was hoped that with the use of existing overt surveillance equipment and recorded observations, that it would be possible to confirm the identities of persons involved in drug dealing and prostitution within the Council owned properties and the surrounding streets.	The surveillance was of significant value to this operation, resulting in a "Crack House" closure, the obtaining of seven Anti Social Behaviour Orders (ASBO) against street sex workers and the agreeing of six Acceptable Behaviour Contracts (ABC) with identified kerb crawlers	14.1.10

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Originator: Catherine Long
Tel: 2476236

Report of the Strategic Landlord

Corporate Governance and Audit Committee

Date: 29 July 2010

Subject: Fraudulent Tenancies

Electoral Wards Affected:
All

N/A Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

This report provides Corporate Governance and Audit Committee with details of the different forms that tenancy fraud can take, the measures already in place to tackle them, and the new actions which are currently being made across the city.

Following the report to Corporate Governance and Audit Committee in April 2010, the Council has implemented a number of the measures outlined in that report to combat unlawful subletting, in addition to the measures which were already in place. These have included increasing publicity and raising awareness; making out of hours visits to tenants, and developing partnerships with registered social landlords (housing associations).

There are a number of ways in which tenancies can be obtained fraudulently, other than through subletting. These include claiming succession where there is no entitlement to do so, failure of a tenant to occupy the property as their only or principal home, or people who are ineligible for council housing obtaining a property through deception. The Council has a number of measure in place to prevent these from occurring; enforcement tools including the tenancy agreement; and guidance on the practical steps which can be taken to deal with them.

1. Purpose Of This Report

The purpose of the report is to provide Corporate Governance and Audit Committee with an outline of the types of irregularities to identify where tenancy fraud may be occurring and the information trigger points within the Council.

2 Background Information

2.1 In April 2010, Corporate Governance and Audit Committee received a report outlining the new government initiative to tackle fraudulent tenancies, and the policy development and performance management being done by Strategic Landlord group as a result of this initiative. Following the meeting, a further report was requested to give more information on the different types of social housing fraud.

2.2 In November 2009, a Good Practice Guide for social landlords on tackling unlawful subletting and occupancy was published by the Government. The Guide identifies three main types of social housing fraud. These are:

- People who are ineligible for council housing by law obtaining a Council property through deception. This would mean a person who was not entitled to council housing on immigration grounds using forged documents, such as a passport, to obtain a tenancy.
- Tenancy Management Fraud
- Unlawful Subletting

2.3 A grant of £50,000 was allocated by CLG to the Council as part of the initiative. This funding is being used to tackle unlawful subletting. A number of actions and ways of spending the funding were identified in the previous report to Corporate Governance and Audit Committee, and these actions are now under way. They include publicity campaigns, telephone hotlines for reporting, tenancy sweeps in tower blocks, and partnership working with registered social landlords (housing associations). Point 3.2.5 below gives detail of the work which has been done and the work which is being planned.

The results of all the work being done are being carefully monitored, and will influence where further funding will be allocated as the initiative progresses.

The Good Practice Guide also identifies a number of possible cases of tenancy management fraud in addition to unlawful subletting. They include:

- Non occupation of the property by the tenant as their only or principal home
- Wrongly claimed succession following the death of a tenant
- Unauthorised assignment of a tenancy to another person

There are a number of different scenarios which may give rise to tenancy management fraud.

3 Main Issues

3.1 Tenancy management fraud can take a number of forms. Whilst in most cases this is likely to be conscious fraud, there may be instances where a person unconsciously obtains a tenancy fraudulently, believing that they are acting within their rights. For instance, a person may believe that they are entitled to claim succession to a tenancy when they do not legally have that right, as they have not sought advice from the council or any other legal advisor.

3.2 Listed below is a number of examples of the different types of tenancy management fraud, the enforcement measures in place, and the actions which can be taken.

3.2.1 Failure of the tenant to occupy the property as their only or principal home

Example 1 A tenant moves away and leaves a friend or a relative living in the property

Enforcement: By law, a tenant must use their property as their only or principal home. This is set down in the tenancy agreement.

Practical Steps: Following the Executive Board report of May 2010, Strategic Landlord are currently working in partnership with ALMOs on making regular tenancy visits to all tenants, ideally annually.

Example 2 A tenant leaves the property to live elsewhere, but keeps the tenancy as 'insurance' in case they want to return in the future. This could include people who move out to live with a partner, or people who spend time abroad for some or most of the year.

Enforcement: A tenant must not leave a property empty for more than 28 days without informing the housing office. This is set down in the tenancy agreement.

Practical Steps: Regular tenancy visits will identify if a property is empty.

ALMOs / BITMO undertake annual visits to service gas appliances. The Council is currently re-procuring gas contracts, and each bidder has stated that they will check tenants' identities during the visit, and report any irregularities to ALMOs / BITMO.

ALMOs / BITMO follow up reports from neighbours that a property is empty. They have hotlines for tenants to report when they suspect that a property may be sublet or abandoned.

ALMOs / BITMO have written procedures on how to deal with suspected abandonments, and the steps which should be taken. This includes standard letters to be sent to properties they suspect have been abandoned.

3.2.2 Wrongly claimed succession following the death of a tenant

Example 1 A person claims a succession of a tenancy when they are not entitled to succeed

Enforcement: The rules on eligibility to succeed are set down in law. The law states that a potential successor must be one of the following: a joint tenant, spouse / civil partner of the tenant, someone living with the tenant as their spouse / civil partner, or the parent, child, sibling, grandparent, grandchild, uncle, aunt, nephew or niece of the tenant. Other than a joint tenant or a spouse / civil partner, the person must be able to show that they have been living with the tenant for at least 12 months before the death of the tenant. These rules are set down in the tenancy agreement. They are also set down in ALMOs / BITMO tenants' handbooks.

Practical Steps: ALMOs / BITMO request proof that a person is entitled to succeed before the succession takes place.

Example 2 A person claims succession of a tenancy where there has been a previous succession.

Enforcement: By law, only one succession or can take place. This is set down in the tenancy agreement and in ALMOs / BITMO tenants' handbooks.

Practical Steps: The Housing Management IT system used by all ALMOs and BITMO states whether a succession has taken place. In addition, the information is held on the house file.

Strategic Landlord, with Legal Services, have produced a written procedure manual on successions, which clearly sets out these rules. This is used by all ALMOs and BITMO. In addition, Strategic Landlord offer advice to ALMO staff if they have any queries.

3.2.3 Unauthorised assignment of a tenancy to another person

Example 1 A tenant assigns a tenancy to a person they are not entitled to.

Enforcement: A tenant may only assign a tenancy to a person who would be entitled to succeed if they died, as defined above. This does not apply to joint tenants. If one joint tenant leaves the property without giving notice, the other remains a tenant. If one joint tenant gives notice, the tenancy ends for both tenants, and no assignment can be made. A joint tenant wishing to end the tenancy should be advised of this before giving notice. These rules are set down in the tenancy agreement and the ALMOs / BITMO tenants' handbook.

Practical Steps: When a tenant requests permission to assign their tenancy, ALMOs / BITMO ask for proof that they are entitled to do so before allowing the assignment to go ahead.

Example 2 A tenant who has already been assigned, or succeeded to, a tenancy assigns the tenancy to another person.

Enforcement: For these purposes, an assignment counts as a succession in law. This means that only one assignment or succession can legally take place. The tenancy agreement asks tenants to ask for more details before assigning a tenancy.

Practical Steps: The Housing Management IT system used by all ALMOs and BITMO states whether a succession or an assignment has taken place. In addition, the information is held on the house file.

Strategic Landlord, with Legal Services, have produced a written procedure manual on assignment of tenancies, which clearly sets out these rules. This is used by all ALMOs and BITMO. In addition, Strategic Landlord or Legal Services offer advice to ALMO staff if they have any queries.

3.2.4 Unauthorised mutual exchange of properties

Example 1 A tenant exchanges properties with another tenant without consent

Enforcement: The tenancy agreement states that both tenants involved in the exchange must have the permission of both landlords. It also states that the council will take action to evict tenants who exchange without permission. Leeds Homes have produced a leaflet on mutual exchange, which includes information on the rules. This is published on the Leeds Homes website. Information on mutual exchange is also included in ALMOs' tenants' handbooks and on their websites.

Practical Steps: Tenancy audits will establish whether the person in residence is the tenant of the property.

Example 2 A tenant exchanges properties with a tenant of a private landlord

Enforcement: By law, a council tenant may only exchange properties with tenants of another social landlord. This is set down in the tenancy agreement.

Practical Steps: ALMOs / BITMO check the address of the incoming tenant before allowing the exchange to take place.

Guidance on mutual exchange is included in Strategic Landlord's procedure manual on assignment of tenancies, which is used by all ALMOs and BITMO. In addition, Strategic Landlord or Legal Services offer advice to ALMO staff on any queries.

3.2.5 People who are ineligible for council housing obtaining a property through deception

Example 1 A person who is ineligible for council housing on immigration grounds uses forged documents to obtain a property

Enforcement: Eligibility criteria for council housing are defined in law, and are set down in the Lettings Policy. Legal action can be taken against anybody attempting to commit fraud in this way.

Practical steps: All documents are checked by the ALMO at the point of application. This includes photographic proof of identity. In the case of asylum seekers, it includes proof of leave to remain, and in the case of economic migrants it includes proof that the applicant is working. Applications are only considered if the documents are supplied.

3.2.6 Unlawful subletting

Example 1 A tenant has moved out of their property and has sublet it to somebody else

Enforcement: Subletting the whole of the property is unlawful. Rules on lodgers & subletting are set down in the tenancy agreement.

The Council has been given a grant of £50,000 by the government to help with work combating unlawful subletting.

Practical Steps: Strategic Landlord and Legal Services have developed written procedures for the ALMOs and BITMO. This includes legal definitions, information on prevention, guidance on investigation techniques, and evidence which is required to take action against tenants for subletting.

ALMOs / BITMO are currently running a proactive publicity campaign to raise awareness of subletting. The posters are designed to encourage tenants to report any suspicions that a property is being sublet. These posters and leaflets have been displayed in housing offices, and ALMOs and BITMO have put articles on their websites and newsletters. Further leaflets have recently been produced for the ALMOs and BITMO to distribute to properties in areas which have been identified as 'hotspot' areas.

ALMOs / BITMO have hotlines to the Corporate Contact Centre for people to report suspected cases of subletting or abandonment, anonymously if they prefer. All such reports are investigated in accordance with the procedures.

ALMOs / BITMO are making evening and weekend tenancy sweeps in flats and tower blocks to check that the tenant is in residence. The first such sweeps, in Briarsdale Court and Gipton Gate East, resulted in two new cases of potential subletting being found, and they are currently being investigated.

West North West Homes Leeds are currently planning a scheme by which communal locks in tower blocks are changed, and tenant ID requested before issuing a new key fob. This is to be piloted in one tower block in the Clydes in New Wortley. This scheme will be extended to other blocks across the city if it is found to be effective.

ALMOs / BITMO use the National Fraud Initiative (NFI) to identify possible cases of subletting. NFI collects property related data from social landlords, the Home Office, the Department for Work and Pensions, Immigration and Asylum, and can identify 'matches' where the same person appears to hold more than one tenancy in the social rented sector. This could indicate that the person is subletting one or all of the properties where they hold tenancies. These leads are then investigated in line with the Council's procedure guidance. NFI figures were released in March and 51 matches were found between Leeds and other social landlords. Of these, 26 have already been resolved: 6 were found to be different people with the same name and similar details, and the remaining 20 were people whose tenancies overlapped while they moved from one property to another. The others are still under investigation. One has already been referred to Legal Services as there is strong evidence that subletting is taking place.

The Council is currently developing partnerships with registered social landlords (Housing Associations) with properties in Leeds, to work on subletting together. This will help to identify any tenants

who hold more than one tenancy with different social landlords in the city. It will also help organisations to share information and expertise. 11 registered social landlords (RSLs) are so far working with the Council on this, and are currently planning the actions they will be undertaking with the Council's support. Between them, these 11 RSLs own almost 10,000 units, or two thirds of the RSL stock in the city.

4 Implications for Council Policy and Governance

- 4.1 The Council has a duty to ensure that best use of its stock is made, and that properties are allocated to people in housing need under the terms of the Lettings policy. By undertaking all the checks and actions as outlined above, it can be confident that this is being achieved.

5 Legal and Resource implications

- 5.1 The Council has been allocated a grant of £50,000 to work on combating unlawful subletting, including working with local RSLs. It is currently using this on a number of initiatives across the city.
- 5.2 Additional costs incurred by the ALMOs are being funded through this grant.
- 5.3 Increased legal costs may be incurred in taking legal action where cases of tenancy fraud are found.

6 Conclusion

- 6.1 There are a number of ways tenancies can be obtained through tenancy management fraud. The Council has a number of measures in place to ensure that they do not happen, and expect ALMOs and BITMO to work proactively to ensure that each property is occupied by the legitimate tenant. The Council supports the ALMOs and BITMO in their work on this, for instance by drawing up procedure notes, providing advice, and allocating a share of the government funding available.

7 Recommendations

- 7.1 That Corporate Governance and Audit Committee notes the contents of the report.

Background Documents

Fraudulent Tenancies, Corporate and Audit Committee Report, 26 Nov 2008

Phantom Tenancies, Corporate and Audit Committee Report, 30 April 2009

Tenancy Fraud, Environment and Neighbours Decision Panel Report 18 Dec 2009

Fraudulent Tenancies, Corporate and Audit Committee Report, 14 April 2010

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Originator: Laura Ford

Tel: 0113 39 51712

Report of the Assistant Chief Executive (Corporate Governance)

Corporate Governance and Audit Committee

Date: 29th July 2010

Subject: Governance of Significant Partnerships

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

1. The purpose of this report is to inform Members of the outcome of:
 - the annual review of the Register of Significant Partnerships ('the register'); and
 - the annual review of the Council's involvement in its significant partnerships.
2. An annual review of the register has been undertaken. As a result, several amendments have been made to the register to keep it up-to-date. A copy of the current register is attached at Appendix 2.
3. Corporate Governance Board has also considered any potential omissions from the register, and has reviewed the partnerships that were removed from the register during 2009.
4. Lead officers are required under the Framework to carry out an annual review of their partnership by the end of the municipal year. Annual reviews have been completed for 37 out of 38 of the partnerships that were registered in May 2010. The result of the annual reviews is outlined in paragraph 3.8.
5. Members are recommended to note the arrangements in place for significant partnerships.

1.0 Purpose Of This Report

- 1.1 The purpose of this report is to inform Members of the outcome of:
- the annual review of the Register of Significant Partnerships ('the register'); and
 - the annual review of the Council's involvement in its significant partnerships.

2.0 Background Information

The Framework

- 2.1 The Council has a Governance Framework for Significant Partnerships ('the Framework'), which was first approved by Corporate Governance and Audit Committee in June 2007. The current version of the Framework is attached at Appendix 1. The purpose of the Framework is to set out:
- the steps which the council will take **before entering into a significant partnership**;
 - the **minimum governance requirements** each significant partnership must have;
 - how the council will **support** the governance of each significant partnership; and
 - how the council monitors and **reviews** its involvement with each significant partnership.
- 2.2 The Framework is based on the six principles behind the Council's approach to Corporate Governance, as set out in the Council's Code of Corporate Governance. A toolkit for partnership governance has also been produced, which provides guidance to officers on the requirements in the Framework.

Scope of the Framework

- 2.3 The Framework applies to the Council's **significant** partnerships. Under the Framework, a **partnership** is defined as:
- 'An agreement between two or more independent bodies to work collectively to achieve an objective, **excluding**:
- any contractual agreement; or
 - any agreement to provide an organisation with grant aid,
- except where these arrangements create a separate decision-making structure¹.'
- 2.4 In identifying whether a partnership is **significant**, the Framework requires Directors to take into account:
- the **resources** which the Council contributes to the partnership;
 - how the partnership helps achieve the **priorities and outcomes** in the **Leeds Strategic Plan**;
 - the consequences if the partnership were to **fail**;
 - the types of **decisions** the partnership makes;
 - whether the partnership is **required by law or to secure funding**; and
 - the extent to which the partnership helps the Council to **manage risk**.
- 2.5 A significance scorecard also assists Directors in assessing whether a partnership is significant. Partnerships with a score of 51% or more are deemed to be significant.

¹ PFI arrangements are excluded from this definition.

- 2.6 Under section 4.1 of the Framework, the Assistant Chief Executive (Corporate Governance) is required to maintain and annually review a register of the Council's significant partnerships.
- 2.7 As part of the annual review, the Head of Governance Services reviews the register, to assess whether it is comprehensive. This is done by reference to:
- the joint arrangements set out in Part 3 of the Constitution;
 - arrangements referred to in the Strategic Plan;
 - arrangements within the Leeds Initiative; and
 - the Register of Partnerships and Financial Stewardships held by Corporate Financial Management.
- 2.8 Under section 3.3 of the Framework, lead officers are required to annually review each partnership that they are responsible for to assess:
- its performance;
 - its financial position and performance;
 - how it helps the Council achieve the outcomes and priorities in the Leeds Strategic Plan and/or the Vision for Leeds;
 - if it provides value for money to the Council; and
 - if it adds value (if it delivers more than the sum of the individual contributions from each partner).
- 2.9 After each annual review, the lead officer must consider whether to continue, change or finish the Council's involvement in the partnership. Lead officers are required to confirm the outcome of the annual review to Governance Services by the end of each municipal year.

3.0 Main Issues

Annual Review of the Register 2009/10

- 3.1 This report informs the Committee of the annual review undertaken of the register of significant partnerships. Directors were asked to confirm:
- that they had reviewed their current entries on the register;
 - whether they had any new significant partnerships to add to the register; and
 - whether any of their current partnerships needed amending, or removing from the register.
- 3.2 The results of this were:
- One new significant partnership was added to the register (Leeds Bradford Corridor);
 - One significant partnership was removed from the register (West Yorkshire Housing Partnership Board – because the partnership had ended); and
 - The details of four partnerships were amended, as follows:
 - (i) Strategic Design Alliance – new lead officer;
 - (ii) Yorkshire and Humber Regional Migration Partnership – purpose of partnership was amended;
 - (iii) Beeston Hill & Holbeck Regeneration Partnership – name of partnership had changed;
 - (iv) EASEL Leeds Ltd – name of partnership had changed.
- 3.3 Since the annual review, other amendments have been made to the register as necessary, including updates to the significant partnerships within Children's

Services following a review of Children's Trust arrangements. The current version of the register is attached at Appendix 2 for information.

Potential Omissions from the Register

- 3.4 Following the initial part of the annual review, Corporate Governance Board identified ten additional arrangements as potentially being significant partnerships, which were not on the register. The relevant Directors were asked to reconsider these arrangements for inclusion on the register. As a result, four of these arrangements were added to the register, as follows:
- Golden Triangle Partnership;
 - Leeds Youth Offending Team Partnership;
 - West Yorkshire Casualty Reduction Partnership; and
 - West Yorkshire Joint Services Committee.
- 3.5 A list of the remaining six arrangements, and the reasons why they haven't been added to the register, is attached at Appendix 3 for information.
- 3.6 Corporate Governance Board also reviewed the 29 partnerships that had been removed from the register during 2009. This list is attached at Appendix 4. Of these, Corporate Governance Board asked the relevant Directors to reconsider the following three partnerships for inclusion on the register:
- West Yorkshire Pension Fund Investment Panel – has not been added, as this partnership is not deemed to be significant;
 - West Yorkshire Pension Fund Joint Advisory Group – has not been added, as this partnership is not deemed to be significant; and
 - Aire Valley Leeds Regeneration Partnership - has not been added, as this partnership is not deemed to be significant, however the lead officer is going to keep the significance score under review.

Annual Review of each Significant Partnership 2009/10

- 3.7 In relation to the requirement for lead officers to annually review the Council's involvement in each partnership, of the 38 partnerships that were on the register in May 2010, 37 have been reviewed.
- 3.8 Out of these, for 29 partnerships, the lead officer recommended that the Council continue to be involved in the partnership, without changes. For the remaining 8 partnerships, the result was as follows:
- Change the governance arrangements of the partnership in some way:
 - (i) Leeds Safeguarding Children Board;
 - (ii) West Yorkshire Resilience Forum;
 - (iii) Learning Disability Partnership;
 - (iv) Leeds Youth Work Partnership; and
 - (v) Integrated Youth Support Service (this partnership has now been removed from the register).
 - Change how the Council is involved with the partnership (for example by reducing or increasing resources it gives to the partnership or changing the Council's roles and responsibilities):
 - (i) Leeds Transport Innovation Fund Project Board;
 - (ii) Strategic Design Alliance; and

- (iii) Leeds City Region (the Corporate Governance and Audit Committee was informed of the changes to the Leeds City Region at its meeting on 10th February 2010).

- 3.9 The partnership which lead officers have not yet indicated that a review of the Council's continued involvement has been undertaken is as follows:
- (i) West Yorkshire Casualty Reduction Partnership.

Next Steps

- 3.10 Lead officers will review the extent to which each partnership complies with the minimum governance requirements in the Framework. The results of this monitoring exercise will be compared with last year's results before being reported back initially to Directors and Corporate Governance Board. Corporate Governance and Audit Committee will be informed of the results at its meeting to be held on 14th December 2010.
- 3.11 As noted in the Annual Governance Statement, partnership governance training is offered to lead officers at least annually. Directors are also informed of the training to encourage take-up.
- 3.12 In seeking to ensure that the Framework is proportionate in light of the abolition of CAA and resource constraints, consideration is being given to how the content of the Framework, and the way in which it is monitored, could be amended. Any resultant proposals will be presented to Corporate Governance and Audit Committee for consideration.

4.0 Implications For Council Policy And Governance

- 4.1 Ensuring that the register is up-to-date and comprehensive provides assurance that all of the Council's significant partnerships are being monitored under the Governance Framework for Significant Partnerships.
- 4.2 Ensuring that an annual review of each significant partnership is carried out provides assurance that the Council's involvement in each of its partnerships is beneficial, and where it is not, that appropriate action is taken.

5.0 Legal And Resource Implications

- 5.1 There are no legal or resource implications.

6.0 Conclusions

- 6.1 An annual review of the register of significant partnerships has been undertaken, in accordance with the detailed monitoring arrangements set out in the toolkit, and including scrutiny by Corporate Governance Board. The process provides assurance that the register is comprehensive and up-to-date.
- 6.2 Annual reviews have been completed for 37 out of 38 partnerships that were registered in May 2010.

7.0 Recommendations

- 7.1 Members are asked to note the arrangements in place for significant partnerships.

Background Documents

Report to Corporate Governance and Audit Committee 'Governance of Partnerships', 29th June 2007

Report to Corporate Governance and Audit Committee 'Leeds City Region – Update on Governance Arrangements', 10th February 2010

Governance Framework for Significant Partnerships

Toolkit for Partnership Governance



Governance Framework for Significant Partnerships

Version 3.0	Approved 26th January 2010
Version 2.1	Approved 26th June 2009
Version 2.0	Approved 18th December 2008
Date of next annual review	October 2010
Document owner	Corporate Governance Team

1.0 Introduction

- 1.1 “**Corporate governance**” describes how organisations direct and control what they do. For a council, this includes how it relates to the community it serves.
- 1.2 Good corporate governance arrangements require the Council to:
- be **accountable**;
 - be **open**;
 - be **inclusive**;
 - be **effective**; and
 - act with **integrity**.
- 1.3 Leeds City Council is committed to working effectively with its partners. Good corporate governance arrangements help the Council to:
- maintain **high quality services**;
 - deliver **improvements**; and
 - know whether partnerships are providing **value for money and added value**.
- 1.4 The Council’s **Code of Corporate Governance** sets out six principles behind the Council’s approach to corporate governance. These are:
- Focus on the Council’s purpose and community needs;
 - Clear responsibilities and arrangements for accountability;
 - Good conduct and behaviour;
 - Taking informed, transparent decisions that are subject to effective scrutiny and risk management;
 - Developing the capacity and capability of representatives to be effective;
 - Engaging with local people and other stakeholders.
- 1.5 These principles should also support its work with partners. This framework is based on the six principles.
- 1.6 The purpose of the framework is to set out:
- the steps which the Council will take **before entering into a partnership**;
 - the **minimum governance requirements** each partnership must have¹;
 - how the Council will **support** the governance of each partnership; and
 - how the Council monitors and **reviews** its involvement with each partnership.
- 1.7 The framework provides a “one-council” approach to the governance arrangements of the Council’s significant partnerships.

2.0 Scope of the framework

- 2.1 A partnership is an agreement between two or more independent bodies to work collectively to achieve an objective, **excluding**:

¹ The relevant Director may determine that a particular partnership does not need to comply with any requirement that is not applicable or appropriate to it.

- any contractual agreement or
- any agreement to provide an organization with grant aid, except where these arrangements create a separate decision-making structure².

2.2 Some partnerships within this definition will be more significant to the Council than others. This is a framework for **significant** partnerships.³

2.3 The Council will assess how significant a partnership is by looking at:

- the **resources** which the Council contributes to the partnership;
- how the partnership helps the Council to achieve the **outcomes and priorities** in the **Leeds Strategic Plan**;
- the consequences if the partnership were to **fail**;
- the types of **decisions** the partnership makes;
- whether the partnership is **required by law or to secure funding**; and
- the extent to which the partnership helps the Council to **manage risk**.

3.0 Requirements

3.1 Before entering into a partnership

The Council will carry out an **options appraisal**.

The Council will carry out::

- a full **risk assessment**; and
- an **equality, diversity and community cohesion impact assessment**.

The Council will **consult** relevant stakeholders about the need for and purpose of the partnership.

The Council will assess how the partnership will help achieve the **outcomes and priorities** in the Leeds Strategic Plan and/or the Vision for Leeds.

The Council will identify an officer to be its **lead officer** for the partnership⁴.

The Council must be clear which body will be the **accountable body** for the partnership⁵.

3.2 Minimum governance requirements

Governance and accountability

Each partnership must identify to whom it is **accountable**.

Each partnership must agree and annually review a **governing document** that sets out:

² **PFI arrangements are excluded from this definition.**

³ Although the framework applies to the Council's **significant** partnerships, it should be taken into account when adopting governance arrangements for other partnerships.

⁴ See further paragraph 4 below, which sets out the responsibilities of the lead officer

⁵ Where there is external funding which requires an accountable body to be appointed.

- who **the partners** are;
- the partnership's **purpose**;
- the partnership's **functions**;
- how each partner is **represented** on the partnership;
- the **role and authority of each representative**;
- the **roles and responsibilities of the partners** individually and collectively in relation to:
 - **decision-making** (including expenditure decisions);
 - **financial administration**;
 - **resources** (including staff);
 - **assets and liabilities**;
 - **external audit** arrangements;
- the **roles and responsibilities of any employees** of the partnership;
- how it conducts its **meetings**;
- where it will **record** and **publish** its most important **decisions**;
- **exit** provisions; and
- how the governing document can be changed.

Each partnership must agree, regularly review and monitor:

- a **risk management framework**;
- a **project and programmes management system**; and
- an **internal control and assurance framework** for its governance arrangements.

Each partnership must agree and regularly review:

- the **objectives** of the partnership;
- a **strategic or business plan**.

Performance and Finance

Each partnership must agree, regularly review and monitor:

- a **performance management framework**;
- a **financial performance framework**;
- **financial procedures**, which includes how the partnership will set and control its budget;
- a **commissioning strategy**; and
- a **procurement strategy** and **procurement procedures**.

Each partnership must annually review whether it is achieving **value for money**. It should do this through a report which considers:

- its **performance**; and
- its **financial position** and **performance**.

The partnership should make this report available to the public.

Conduct

Each partnership must agree, regularly review and monitor:

- a **code of conduct**;
- procedures for dealing with **conflicts of interest**;
- how the partnership will resolve **disputes** between its partners;
- a **counter fraud and corruption policy**; and

- a **whistle-blowing policy**.

Decision-making

Each partnership must agree how it will develop, implement and review **key policies**.

Each partnership must take decisions on the basis of **timely, accurate, clear and relevant advice and information**.

Each partnership must ensure that it carries out an **Equality, Diversity and Community Cohesion Impact Assessment** of any proposed policies, plans or services; and that it takes the outcomes of these assessments into account when making decisions.

Data management

Each partnership must agree, regularly review and monitor:

- **access to information** rules;
- arrangements for keeping its **documents**; and
- a protocol for **sharing information**.

Scrutiny and audit

Each partnership must:

- allow the Council's **internal auditors access** to documents on request;
- have its accounts **externally audited**; and
- co-operate with any relevant **Scrutiny Board** Inquiry.

Support for representatives

Each partnership should provide appropriate **support and training** so that representatives perform effectively.

Stakeholders

Each partnership must:

- practice the principles set out in the **Compact for Leeds**⁶;
- agree, regularly review and monitor a **stakeholder involvement strategy**; and
- agree, regularly review and monitor a **complaints procedure**.

3.3 **Council support/review**

The Council will **annually review** the partnership to assess:

- its **performance**;
- its **financial position and performance**;
- how it helps the Council achieve the **outcomes and priorities** in the Leeds Strategic Plan and/or the Vision for Leeds;
- if it provides **value for money** to the Council;

⁶ Where voluntary sector or faith organisations are partners

- if it **adds value**.⁷

After each annual review, the Council will consider whether to continue, change or finish its involvement in the partnership.

The Council will **communicate** decisions about its priorities to its partners.

The Council will:

- prepare an **exit strategy**;
- **share relevant information** with its partners; and
- adopt, regularly review and monitor a **risk management framework** which applies to its significant partnerships.⁸

The Council will make sure that its **representatives** on each partnership are clear about:

- **their role** and **authority**; and
- the **Council's roles** and **responsibilities** in relation to the partnership.

The Council will provide **support and training** to its representatives.

4.0 Responsibilities

- 4.1 The Assistant Chief Executive (Corporate Governance) will maintain and annually review a **register** of the Council's significant partnerships.
- 4.2 Directors must **identify significant partnerships** which they or their staff are involved with, and ensure that their entries on the register of significant partnerships are kept up to date⁹.
- 4.3 In relation to each significant partnership the relevant **Director** must:
- **appoint** a lead officer;
 - comply with the requirements in the Framework **before** entering into the significant partnership;
 - ensure that the partnership complies with the **minimum governance requirements** in the Framework; and
 - comply with the requirements in the Framework to **support and review** the partnership.
- 4.4 The **lead officer** for each significant partnership must:
- monitor the steps taken by the Council **before** it entered into the partnership;
 - monitor how the partnership complies with the **minimum governance requirements** set out in the framework¹⁰;
 - monitor how the Council complies with the requirements in the Framework to **support and review** the partnership;

⁷ that is, the partnership delivers more than the sum of the individual contributions from each partner

⁸ Under the Council's risk management policy.

⁹ A partnership may cut across a number of service areas, and relevant Directors may have differing views about whether the partnership is significant. If this happens, the Assistant Chief Executive (Corporate Governance) will decide which is the relevant Director, who will then make the decision on significance.

¹⁰ Each partnership is also encouraged to review its own governance arrangements

- **report** to the relevant Director on the partnership's annual review of whether it is achieving **value for money**; and
- carry out an **annual review** of the partnership and make recommendations regarding the Council's involvement with the partnership.

4.5 Directors and lead officers must have regard to the guidance in the toolkit for partnership governance.

5.0 Monitoring and review

5.1 The Assistant Chief Executive (Corporate Governance) will annually review the Framework and report the review to the Corporate Governance and Audit Committee.

5.2 The Assistant Chief Executive (Corporate Governance) will monitor compliance with the framework, and will report on this to all relevant Directors¹¹.

¹¹ Or other responsible officer.

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Register No	Name of significant partnership	Purpose/vision of partnership	Date of last update to register entry
0001	Strategic Design Alliance	To provide multidisciplinary architectural design services for the Council.	01/02/10
0003	Leeds Enterprise Growth Initiative Board	To oversee delivery of the LEGI programme.	23/01/09
0011	Healthy Leeds	To develop and drive forward the health and wellbeing theme of the Vision for Leeds	23/01/09
0012	Learning Disability Partnership	To ensure that there is a coordinated and strategic response to meeting the health and social care needs of people with a learning disability in an effective and efficient way.	23/01/09
0013	Joint Equipment Service	Primary aim is to improve the delivery of long term strategic goals for the provision of a Community Equipment Service as originally set out in the Health Improvement Programme, and the Guide to Integrating Community Equipment Services.	23/01/09
0014	Safeguarding Adults Board	To ensure that the policy and procedures are in place across partners to appropriately protect vulnerable adults.	23/01/09
0018	Leeds Safeguarding Children Board	Key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard the welfare of children and young people, and for ensuring the effectiveness of that work.	23/01/09
0020	Leeds Youth Work Partnership	A pro-active group of organisations from Statutory, Voluntary, Community and Faith agencies who are committed to the principle of engaging with young people and to support strategic and operational work of youth services across Leeds.	23/01/09
0023	Extended Services Partnership Board	Central Government Policy on developing strategic plans for Extended Services has gathered pace and with it considerable investment both nationally and here in Leeds. As 33 clusters developed at local level and taking the lead for delivering the 'core offer' of extended services it became clear that each local authority needed to ensure robust methods of monitoring, support and challenge were in place. The Extended Services Partnership Board takes responsibility for driving this agenda forward.	04/02/09
0025	West Yorkshire Local Resilience Forum	The WYLRF sits at the apex of West Yorkshire Local Civil protection arrangements. Its overall purpose is to ensure that there is an appropriate level of preparedness to enable an effective multi-agency response to emergencies which might have a significant impact on the communities of West Yorkshire.	26/01/09
0026	Leeds Local Education Partnership (LEP)	To work in partnership with Leeds City Council to improve educational outcomes by providing partnering services, and delivering major capital projects.	26/01/09

Register No	Name of significant partnership	Purpose/vision of partnership	Date of last update to register entry
0027	Association of West Yorkshire Authorities	Partnership of 5 West Yorkshire Local Authorities formed to coordinate issues of common interest other than economic competitiveness (see Leeds City Region). Provide a means for the formulation and expression of joint views of Member Councils to the LGA, central government and other appropriate bodies and organisations in respect of legislation, proposed legislation and other matters of concern.	24/02/09
0028	Leeds City Region	Partnership of 11 local authorities, constituted as a joint committee to address issues around the economic competitiveness agenda - particularly Transport, Housing, Skills and Innovation. Develops strategy and policy on behalf of member authorities and acts as a joint voice with government on areas of common interest.	24/02/09
0029	Core Cities	Voluntary network of the 8 core cities in England - promotes joint working aimed at reducing regional economic disparities. Acts as a policy advocate with government on behalf of the member cities.	24/02/09
0030	Local Government Yorkshire and Humber	Local Government Yorkshire and Humber is a regional partnership of local authorities, aimed at promoting joint working and collaboration on a range of issues. Membership includes all 22 authorities plus the 4 fire and rescue authorities. Formed as part of a demerger of the former association of local authorities from the Yorkshire and Humber Assembly, the former functions of the regional Local Government Management Board were also merged into LGYH.	24/02/09
0032	Yorkshire Cities	Partnership of 9 cities in the Yorkshire and Humber Region that grew out of the Key Cities partnership. Set up to coordinate economic and wider urban policy agenda.	24/02/09
0033	The Northern Way	Pan Regional (North of England) Partnership of Regional Development agencies and local authorities through City Region representation. Acts as an advocate with government on a range of economic issues.	24/02/09
0036	Leeds Housing Partnership	Has responsibility for influencing housing and related issues, for contributing and commenting on the Leeds housing strategy and investment programme and an action plan for implementation. It acts as a mechanism for harnessing the views of key housing organisations, public, private and third sector, to influence the Leeds Housing Strategy , key housing policies and sub strategies to the Leeds Housing Strategy and advising on housing investment priorities and needs and on capacity issues within housing providers.	01/06/10

Register No	Name of significant partnership	Purpose/vision of partnership	Date of last update to register entry
0037	Leeds Supporting People Commissioning Body	The Supporting People partnership is a statutory partnership required to oversee and direct the implementation of the supporting people programme and spend of grant within Leeds. The local authority is the administering body but the partnership comprises NHS Leeds, the West Yorkshire Probation and the local authority and all three organisations have equal voting rights on decisions made within the programme.	01/06/10
0040	Regeneration and Housing Board	The Regional Housing Board is the key forum for discussing and deciding housing policy. It exists to provide regional leadership for housing and ensures delivery of the regional housing strategy; undertake a co-ordinating role, providing leadership for other organisations involved in delivery of housing; and ensure effective linkages with streams of work that remain the responsibility of organisations which are Regional Housing Board members - for example, decent homes, homelessness and supporting people.	23/06/10
0041	Yorkshire and Humber Regional Migration Partnership	<p>This is a partnership of organisations in Yorkshire and Humberside from the statutory, voluntary, community and private sectors. Formerly known as the Yorkshire and Humberside Consortium for Asylum Seekers and Refugees. The Partnership is hosted by Leeds CC, but is independent with a ring-fenced budget and accountability back to the regional Leader's Board.</p> <p>The Partnership provides a regional advisory, development and consultation function in the region as well as having operational responsibility for a number of contracts.</p> <p>The RMP has 5 main functions: Centrally managing the contract for the accommodation of asylum seekers across 10 LA's in the region; providing strategic and political leadership on issues relating to migration; aspects of refugee integration, including a contract for Employment Advice for Refugees; co-ordinating and supporting the delivery of Migration Impacts Fund projects in the region, and provision of data and intelligence to partners to make sure local and regional strategies understand the changing nature of some communities.</p>	01/06/10
0042	Strategic Partnership Board LIFT	To oversee the joint work of the Health Services and the Council in delivering new Joint Service Centres through the LIFT Programme	24/02/09
0043	West Leeds Gateway Regeneration Board	To work with key partners to deliver the regeneration of the West Leeds Gateway Area.	25/02/09

Register No	Name of significant partnership	Purpose/vision of partnership	Date of last update to register entry
0045	Beeston Hill & Holbeck Regeneration Partnership	To ensure an integrated approach to regeneration, promoted through appropriate physical, social, economic, environmental and cultural developments and activities. Proposals to refocus the programme of the Holbeck Urban Village will require a review of governance arrangements which may include the linking of this partnership and the Holbeck Urban Village Programme Board. Discussions are continuing with the Chief Regeneration Officer and the Head of Renaissance Unit	01/02/10
0046	EASEL Leeds Ltd	To oversee the regeneration of the East and South East Leeds Regeneration Area.	04/02/10
0047	Safer Leeds Partnership (CDRP)	To secure sustainable reductions in crime and disorder and address the fear of crime in Leeds. There are two key partnership bodies: the Safer Leeds Board and Safer Leeds Executive. This partnership is a statutory requirement within the Crime and Disorder Act 1998. Membership is based around the five required partners LCC, West Yorkshire Police, Leeds PCT, WY Police Authority and WY Fire and Rescue. This is further supplemented by key local partners.	28/06/10
0048	Safer Leeds Joint Commissioning Group	To make decisions on the investment of the Adult Pooled Treatment Budget (DH) and DIP Main Grant (HO). Board comprises of four key statutory partners Health, LCC, Police and Probation.	28/06/10
0051	Going up a League Board	To provide a high-level and visible leadership to deliver the Vision for Leeds aim of 'going up a league' through strategic influence, co-ordination, communication and contribute towards the city's wider accountability to stakeholders and communities.	30/07/09
0052	Narrowing the Gap Board	To provide high-level and visible leadership to deliver the Vision for Leeds aim of 'narrowing the gap' through strategic influence, co-ordination, communication and contribute towards the city's wider accountability to stakeholders and communities.	01/04/09
0058	Harmonious Communities Strategy and Development Group	To provide a coherent framework for partners to deliver the Harmonious Communities vision and Strategic Plan effectively, and to ensure that Leeds is at the forefront of harmonious communities practice and thinking.	01/04/09
0066	Leeds Bradford Corridor	To provide strategic steer for the development of key projects in housing, transport, greenspace and employment.	04/02/10
0067	Golden Triangle Partnership	To develop innovative solutions to increase the affordable housing in the Golden Triangle Area	30/03/10

Register No	Name of significant partnership	Purpose/vision of partnership	Date of last update to register entry
0068	West Yorkshire Casualty Reduction Partnership	Work collectively to reduce the level of deaths and serious injuries	06/04/10
0069	West Yorkshire Joint Services Committee	Joint Committee providing: WY Archaeology Advisory Service, WY Archive Service, WY Ecology, WY Grants to Voluntary Bodies, WY Materials Testing Service, WY Analytical Services, WY Trading Standards Services	21/05/10
0070	Leeds Children's Trust Board	Statutory body providing inter-agency governance of the Children's Trust arrangements in Leeds and has responsibility for publishing and monitoring the jointly owned CYPP.	01/06/10
0071	Leeds Youth Offending Team Partnership	To provide governance and financial support to the Youth Offending Service.	07/06/10
0072	Leeds Initiative Executive	The Executive provides a forum to develop the overall work of the Leeds Initiative. It assists in managing the agendas of the two Boards, defines and directs new work streams arising from consideration of progress on the Vision for Leeds.	23/06/10

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Arrangements not added to the Register

Name	Purpose/vision	Other Partners	Reason not included
Multi-Area Agreement	Joint commitment by Leeds City Region Partnership and central government to work together towards a better quality of life for its communities.		The MAA is not a partnership, it is a programme agreement between the 11 Leeds City Region LAs, and Government. From the LA 'side', the oversight of MAA delivery sits with the Leeds City Region Leaders Board, which has been registered as a significant partnership.
Sport Leeds	To support and develop a sport and active recreation network within the Leeds City Council local authority boundary (the 'Sport Leeds Network') so that more people want to play sport; more people can play sport; more people do play sport; and more people achieve sporting excellence.	Leeds Sports Federation Leeds Rugby Leeds United Football Club NGB Sport England Leeds Met University West Yorkshire Sport Leeds Sport Partnerships	Significance score is 43%
Active Leeds Partnership	Active Leeds is a multi agency partnership which has been set up to develop and drive forward Leeds first physical activity strategy – <i>Active Leeds: A healthy city 2008 - 2012</i> .	NHS Leeds Voluntary, Community and Faith Sector Representatives Education Representatives	This partnership has met once, and no future meetings are planned.
City Centre Leeds Partnership	The mission of the City Centre Leeds service is to make Leeds city centre the first destination of choice in which to work, shop, visit, invest and live.	Victoria Quarter The Light First Bus CB Richard Ellis Casa Mia Leeds Met University Chamber of Commerce West Yorkshire Police Leeds Hotel Association	Significance score is 43%

Name	Purpose/vision	Other Partners	Reason not included
Aire Action Leeds	Aire Action Leeds, is a river management partnership in Leeds working to create better waterways for people and wildlife; now and in the future.	British Waterways Environment Agency Yorkshire Water	Significance score is 43%
Construction Leeds	Construction Leeds is a business focused, strategic partnership engaging the whole supply chain on major construction developments within the city to ensure they make a real difference to the residents and businesses that surround them.	Construction Skills (CITB) Jobcentre Plus Laing O'Rourke Leeds College of Building Renaissance Leeds Partnership Re'new BAM Kier	Significance score is 50%

Removals from the Register

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
Parish and Town Council Forum	To ensure effective liaison exists between LCC (as principal authority) and the local councils within its area in order to contribute to the well being of the communities they serve.	Town and Parish Councils in Leeds	Incorrectly included on the register - the Parish and Town Council Forum does not meet the criteria for inclusion on the register.
Sure Start Partnership	To advise the Local Authority on issues regarding early education, childcare and play. To ensure that preventative strategies are put into place to support children and their families.	Job Centre Plus, Employers, Education Leeds, Department of Learning & Leisure, Department of Social Services, Health, Primary Care Trusts, Children Centre Managers, Early Years Centre Managers and Childcare, Workers, Early Years Development Team, Learning and Skills Council, Leeds Play Network, Leeds Primary School Head Teachers, Leeds Universities and Colleges, National Childminding Association, Parents, Pre School Learning Alliance, Private Nursery Providers, Private Out of School Providers, RNIB Education Centre, The Children's Society, West Yorkshire Playhouse	The Sure Start Partnership has been changed to an Early Years Service Challenge and Advisory Partnership. The significance score for this new partnership is 47%, therefore it has not been added to the register.
Healthy Leeds Strategy and	The Healthy Leeds Partnership is the strategic	NHS Leeds, The Voice Health Forum, Leeds	Although this group comes under the umbrella of the Leeds Initiative, ownership and accountability rests with

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
Development Group	forum which brings together representatives from all organisations which have an influence on the health and wellbeing of the people of Leeds. Its main focus is addressing health inequalities between different parts of the city, between different groups of people and between Leeds and the rest of the country.	Partnerships NHS Foundation Trust, RCN Yorkshire and Humber, Leeds Metropolitan University, Education Leeds, BME Strategy Group, GOYH, West Yorkshire Health Protection Agency, Leeds LINK, Leeds City College	Adult Services, and this partnership is already registered (register no 0011).
Safer Leeds Strategy and Development Group	To deliver the Safer Leeds partnership plan and thereby contribute to creating safer and stronger communities.	West Yorkshire Police, West Yorkshire Police Authority, West Yorkshire Fire and Rescue Service, West Yorkshire Probation Service, Prison Service, Government Office for Yorkshire and the Humber, CASAC, Leeds University, re'new, National Treatment Agency and Leeds Voice	Although this group comes under the umbrella of the Leeds Initiative, ownership and accountability rests with Environment and Neighbourhoods, and this partnership is already registered (register no 0047).
Safer Leeds Executive	To deliver the Safer Leeds partnership plan and thereby contribute to creating safer and stronger communities.	West Yorkshire Police, West Yorkshire Police Authority, West Yorkshire Fire and Rescue Service, Local Strategic Partnership, Leeds Primary Care Trust, West Yorkshire Probation Service and Government Office for Yorkshire and the Humber	This group comes under the Safer Leeds Partnership (CDRP) and is subsumed within register no 0047 (the Safer Leeds Partnership comprises the Safer Leeds Board and the Safer Leeds Executive). The Safer Leeds Executive is not a partnership in its own right.
West Yorkshire Pension Fund	To oversee the Investment & Administration of the West	Two Councillors from each of the five West Yorkshire	The significance score for this partnership is 43%

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
Investment Panel	Yorkshire Pension Fund	local authorities, UNISON, GMB, two external investment advisers, two WYPF scheme members, Director of WYPF, Chief Finance Officer from one of the West Yorkshire local authorities (on a two year rotational basis)	
West Yorkshire Pension Fund Joint Advisory Group	To oversee the Investment & Administration of the West Yorkshire Pension Fund	Three Councillors from each of the five West Yorkshire local authorities, three trade union representatives, two WYPF scheme members	The significance score for this partnership is 43%
Joint Preventative Partnership	To bring together approaches to the commissioning of preventative services for children and young people aged 0-19 and their families.	Children Leeds Barnardos Education Leeds Leeds VOICE Sure Start Partnership Connexions	The work of the partnership is completed. It has passed a number of residual matters to the Joint Preventative Commissioning Panel for final resolution and group members will continue to work within the Children Leeds Partnership.
Joint Care Management	Joint Care Management - Older People teams are specialist teams, managed by NHS Leeds, who provide assessment and care management services and work primarily with older people who have intermediate care or continuing health care needs. They provide this as a delegated statutory function of the local authority.	NHS Leeds	The Lead Officer has provided further information, as follows: 'Having reviewed the criteria that you have supplied for the partnership significance assessment scorecard we think there is evidence to suggest that this should be recorded as a significant partnership. However, there is much work to be done in the process of achieving this with NHS Leeds. There are significant integration workstreams currently being developed with our NHS colleagues and one of these is around work within Intermediate Tier and Joint Care Management is one of the elements of activity within Intermediate Tier. The Intermediate Tier Service is currently under review and as a member of the Review Board I will ask that as part of the review we begin to pull together that information that will allow us to register this

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
			<p>as a significant partnership’.</p> <p>This may be re-registered as a significant partnership shortly, but position is still under review.</p>
Engineering Services/Mouchel	To deliver civil engineering design and contract management and supervision.		Incorrectly included on register - it is not a partnership as defined by the Governance Framework, as it is a contractual agreement, but it doesn't have a separate decision making structure.
Leeds Homes Construction Partnership	The Partnership engages with a range of contractors with a wide scope of experiences, skills and knowledge in Social Housing Regeneration to deliver excellent quality work at a reasonable cost. The Partnership provides leadership and guidance on procurement of contractors and consultants, ensures effective delivery of programmes and monitors performance against targets. A key benefit of this partnership is the work being undertaken with contractors to encourage employment and training of local people into local jobs.	ALMOs and BITMO	The partnership no longer exists and has moved to become a steering group supporting the work of procurement unit related to the procurement of repairs and capital contracts for council housing.
Leeds Flood Alleviation Scheme Steering Group	To drive forward strategic actions which bring forward external investment to secure the successful implementation of the Leeds Flood Alleviation Scheme.	Environment Agency Yorkshire Forward British Waterways Yorkshire Water	An Environment Agency project, not a partnership.

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
Conduct of Election - shared constituency boundary	Joint procurement exercise, shared management responsibilities with Wakefield Council		Not a partnership - the Boundary Commission for England in 2004 carried out a review of parliamentary electoral arrangements in England. As part of that review a new constituency has been created with a shared boundary between Leeds and Wakefield. The new constituency is to be known as Morley and Outwood and comprises of three wards of the Leeds local Authority area and two of Wakefield's area. At the direction of the Secretary of State the Acting Returning Officer for Leeds will be the Acting Returning Officer for the new constituency of Morley and Outwood. The new arrangements come into force at the next Parliamentary General Election which will take place on or before the 3 June 2010. As a result of the decision of the Secretary of State the Wakefield Electoral Registration Officer is required by law to provide the Acting Returning Officer for Leeds with the electoral registers and postal vote lists for the two wards in his area. Similarly the Returning Officer for Wakefield has to make suitable arrangements for the provision of polling places and polling stations in those wards in accordance with requirements in law and give details of those arrangements to the Acting returning Officer for Leeds. There are no financial or legal implications for the Council.
Aire Valley Leeds Regeneration Partnership	To oversee the regeneration of Aire Valley Leeds.	Leeds Initiative Re'new FE Representative GOYH Real Time Training Keyland Developments Swayfields	Assessed as not a significant partnership (significance score = 33%)
Neighbourhood Policy Group	A vehicle for developing and securing a consensus for policies and strategies which will enable the Leeds Initiative and the City Council to deliver: Sustainable	Job Centre plus Re'new ALMOs Leeds VOICE	This meeting has no decision making powers and holds no funds - it shares best practice. It is mainly attended by Council Officers with some limited partner involvement at operational rather than strategic level. It has no decision making or budget holding responsibilities or powers and is effectively a policy discussion meeting designed to support

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
	<p>improvements in the most deprived neighbourhoods in the city; Effective management of all neighbourhoods through improved collaboration between service providers; Strong engagement of elected members, local residents, businesses and voluntary, community and faith sector organisations in the well-being of their neighbourhoods.</p>		<p>neighbourhood working in the most deprived areas of the city. Its main role so far has been to agree the approach to monitoring neighbourhood well being and it has supported the development of the neighbourhood index. It is now referenced on the Leeds Initiative governance framework, but as a third tier body reporting in to the Narrowing the Gap Board which in turn reports to the Leeds Initiative Board.</p> <p>The significance score for this partnership is 43%</p>
Leeds Cultural Task Group for the 2012 Olympics	<p>To champion the cultural opportunities for Leeds from the staging of the Olympic and Paralympic Games in London in 2012. To create a cultural legacy for the city for 2012 and beyond which transforms the image and external perceptions of the city.</p>	<p>Arts Council Yorkshire Education Leeds Independent Consultancy Leeds Met University Marketing Leeds Northern Ballet Opera North Royal Armouries Stage@Leeds University of Leeds West Yorkshire Playhouse Yorkshire Dance</p>	<p>The significance score for this partnership is 50%.</p>
Leeds Art Partnership	<p>Leeds Art mission is to increase support for and enhance the sphere of influence of professional arts practitioners in Leeds.</p>	<p>East Street Arts The Studio Theatre and Gallery West Yorkshire Playhouse Leeds Mental Health NHS Trust Deane Associates Seven Park Lane College Old Chapel Rehearsal</p>	<p>The significance score for this partnership is 30%.</p>

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
		Studios Axis Leeds Visual Arts Forum West Leeds Culture	
Leeds Initiative Assembly	To promote the Leeds Initiative aims and objectives set out in the Vision for Leeds. In particular it provides a forum for discussion on issues which face the city in achieving the three core aims of the Vision for Leeds and the Leeds Strategic Plan.	The existing Leeds Initiative Board members, Members of the new Going up a League and Narrowing the Gap Boards, Members of the Leeds Initiative strategy and development groups, The chairs and lead officers of the sub-groups of the strategy and development groups, Others as appropriate.	The significance score for this partnership is 50%.
BME Strategy Group	To make a positive difference to the life chances of BME communities in Leeds.	Advocacy Support Age Concern Leeds Black Initiative BME VCS Regional Panel C.A.R.E. cfe Chantry House Developing Initiatives Supporting Communities (DISC) Dosti Asian Women's Support Service Education Leeds Feel Good Factor Hamara/ Milun Women's Centre Health for All HM Prison Leeds Job Centre Plus - Leeds Cluster JUST Yorkshire	The significance score for this partnership is 47%.

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
		Leeds Arrests Referrals Unit (LEDARS(CRI)) Leeds BME Network Leeds City College Leeds Gypsy and Traveller Exchange Leeds Irish Health & Homes Leeds Jewish Housing Association Leeds Muslim Consortium (LMC) Leeds NHS Stop Smoking Service Leeds REC Leeds Society for Deaf and Blind Leeds Voice Natural England NHS Leeds Nigerian Community Leeds (NCL) PATH Yorkshire People in Action (Leeds) REEMAP Refugee Education and Training Advisory Service (RETAS) Stop Hate UK University of Leeds Touchstone Unity Housing Association West Yorkshire Probation Area	
Culture Strategy and Development Group	To champion the cultural life of the city and to act as a focal point for galvanising energy, commitment and	Leeds Museums Leeds Met University Marketing Leeds Leeds VOICE	The significance score for this partnership is 50%.

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
	contributions to secure Leeds' status as a city of culture.	Leeds Civic Trust Sport Leeds Partnership Leeds Rugby Ltd Leeds Chamber Property Forum University of Leeds Leeds College of Art and Design Leeds Tourism Forum Leeds Arts Partnership West Yorkshire Playhouse	
International Leeds	To bring new trade and investment opportunities to businesses in this region through our partner city relationships; To give the people of Leeds, particularly our young people, a high quality international experience; To increase efficiency and competitiveness on the part of the local authority and other Leeds-based partner organisations by taking part in transnational projects funded by the EU and other external bodies.		The significance score for this partnership is 33%.
Leeds Initiative Executive	To promote the Leeds Initiative aims and objectives set out in the Vision for Leeds and the Leeds Strategic Plan. In particular it sets the agenda for the Leeds Initiative Assembly and draws together the work of the two LI boards to ensure the	Third Sector Leeds NHS Leeds West Yorkshire Police West Yorkshire Fire & Rescue Service Chamber of Commerce Re'new	The significance score of this partnership was 47%, however this was reviewed in June 2010 and is now 57%, therefore this partnership has been added back on to the register (no. 0072).

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
	partnership achieves the three core aims of the Vision for Leeds.		
Leeds Integrated Transport Strategy and Development Group	To promote a sustainable transport infrastructure for the city, and develop a broad consensus between business, the community, and the statutory agencies as to the steps which are required.	Chamber of Commerce Metro First Group Leeds Teaching Hospital Trust Northern Rail Acquisita LLP Network Rail West Yorkshire Police WYPTE University of Leeds TUC Addleshaw Goddard Auditel Leeds Met University	The significance score of this partnership is 43%.
Chamber of Commerce	Company's Memorandum and Articles set out Company's objectives, which include promoting the economic development of Leeds and its surrounding areas.		Incorrectly identified as a partnership. The Chamber of Commerce 'invited' the City Council to become a member of the company and the Council agreed to join.
Renaissance Leeds	To deliver a city-wide approach to the delivery of physical regeneration opportunities for the delivery of substantial improvements in the public realm and to create environments which encourage public and private investment and promote confidence in Leeds.	Homes and Communities Agency Yorkshire Forward	The partnership has now ended.

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
Holbeck Urban Village Board	To oversee the regeneration and development of Holbeck Urban Village.	Yorkshire Forward	The board has now been disbanded.
Climate Change Strategy and Development Group	The Climate Change Strategy Group has been formed to co-ordinate the development, delivery and monitoring of the Climate Change Strategy and Action Plans for Leeds.	Groundwork Leeds Connect Housing Association NHS Leeds LGYH Cyber Associates Ltd Financial Leeds Leeds Met University Environment Agency Leeds Teaching Hospitals NHS Trust ARUP Hollybush Conservation Centre Leeds Federation of Small Businesses University of Leeds Metro	The significance score of this partnership is 50%.
Economy and Skills Strategy and Development Group	The partnership aims to support the growth of the economy in a sustainable way by being the strategic forum which brings together the voice of entrepreneurs and wealth creators and the leaders of public policy to meet the aspirations of the Vision for Leeds.	Business Link Yorkshire Yorkshire Young Directors Forum Leeds Ahead Acquisita LLP Asian Business Development Network PATH Yorkshire Ltd Park Lane College City Centre Management Marketing Leeds Leeds VOICE Leeds Community Foundation Federation of Small	The significance score of this partnership is 50%.

Name of Partnership	Purpose/vision	Other Partners	Reason for removal
		Businesses Leeds Financial Services Initiative University of Leeds Yorkshire Scientific Instruments Leeds Citizens Advice Bureau GOYH Baker Tilly Northern College The Alternative Board Leeds Met University Leeds College of Art and Design Jobcentre Plus Leeds Chamber of Commerce	
Leeds City Region Housing Panel	The partnership is the Housing Panel of the Leeds City Region to deliver the Housing Strategy and Investment Plan.	11 Local Authorities in the Leeds City Region	The Panel is not a partnership in its own right. It is one part of the wider governance arrangements for the Leeds City Region, which has a separate entry on the Significant Partnerships Register. The Panel has no decision making powers, it provides policy advice to the Leeds City Region Leaders' Board.



Originator: Phil Garnett

Tel: 51632

Report of the Assistant Chief Executive (Corporate Governance)

Corporate Governance and Audit Committee

Date: 29 July 2010

Subject: Work Programme 2010/11

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose Of This Report

1.1 The purpose of this report is to notify members of the Committee of the draft work programme for the current municipal year. The draft work programme is attached at Appendix 1 to this report.

2.0 Background Information

2.1 The work programme provides information about future items for the Corporate Governance and Audit Committee agenda, when items will be presented and the which officer will be responsible for the item.

3.0 Main Issues

3.1 The draft work programme for 2010/11 is attached at Appendix 1.

3.3 Members are requested to consider whether they wish to add any items to the work programme.

3.4 The work programme attached is the previously seen work programme, this work programme is subject to change following review against the Corporate Risk Register and the Annual Governance Statement.

4.0 Implications for Council Policy And Governance

4.1 There are no implications for Council Policy and Governance.

5.0 Legal And Resource Implications

5.1 There are no legal or resource implications

6.0 Recommendations

6.1 Members are asked to note the draft work programme and advise officers of any additional items they wish to add.

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
WORK PROGRAMME 2010/11**

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
29th September 2010 – 10a.m.		
Audited Statement of Accounts	To receive a report detailing any issues with the audited accounts. (This report is on the agenda as part of the Committee's Annual work programme)	Chief Officer (Financial Management) Doug Meeson
Attempted Security Breaches	To receive a report detailing any attempted security breaches that the Council has been subject to and the work done to reduce the impact and mitigate against such attempts. (This report is on the agenda following a request from the Committee during discussion on the Annual Information Security report at the meeting held on March 17 th 2010)	Chief Officer (Business Transformation) Lee Hemsworth
Annual Governance Statement	To receive the final version of the Annual Governance Statement (This report is on the agenda as part of the Committee's Annual work programme)	Head of Governance Services Andy Hodson
ALMO Governance Assurance Framework	To receive a report considering the components of the governance assurance framework being introduced by the Strategic Landlord for the ALMOs (Report requested at the June 2010 meeting during the ALMO re-inspection item)	Strategic Landlord John Statham
Treasury Management Governance Framework	To receive a report informing the Committee of the Governance Framework in place for Treasury Management This report is on the agenda following the Committee's agreement to take on an overseeing role of the Treasury Management Function	Chief Officer Financial Development Maureen Taylor

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
WORK PROGRAMME 2010/11**

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
15th November 2010 – 10a.m.		
6 Monthly Update Report on risk Management	To receive a report updating members on the Council's risk management arrangements	Chief Officer (Audit and Risk) Tim Pouncey
Corporate Governance Statement Action Plan	To receive a report detailing progress made against actions in the Corporate Governance Statement Action Plan	Head of Governance Services Andy Hodson
Leeds City Region Governance Arrangements	To receive the 6 monthly report on the governance arrangements of the Leeds City Region. (6 monthly update reports requested at the meeting held on 12 th May 2010)	Chief Officer (Leeds Initiative and Partnerships) Kathy Kudelnitzky
14th December 2010 – 2pm		
Compliance with the Governance Framework For Significant Partnerships.	To receive a report updating the Committee on progress made on ensuring that partnerships are complying with Governance Framework for Significant Partnerships. (This report was requested at the meeting held on 10 th February 2010 to ensure compliance with the Framework was improving.)	Head of Governance Services Andy Hodson
Leeds City Region Governance Arrangements	To receive a report updating the Committee on developments in the governance arrangements of the Leeds City Region (This report was requested as the meeting held on 12 th May 2010 during discussion on the governance developments of the Leeds City Region)	Chief Officer Leeds Initiative and Partnerships Kathy Kudelnitzky

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
WORK PROGRAMME 2010/11**

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Leeds City Region Governance Arrangements	To receive a report to ensure that the Council is in a position to engage with and influence the decisions taken by the proposed governance arrangements for the Leeds City Region. (Further reports requested at the meeting held on 10 th February 2010 with regards to the Governance arrangements of the Leeds City Region)	Chief Officer (Leeds Initiative and Partnerships) Kathy Kudelnitzky
24th January 2011 – 10am		
Half Year Internal Audit Report 2009/10	To receive a report detailing the work of the Internal Audit Section to date.	Head of Internal Audit Neil Hunter
Standards Committee Update Report	To receive a report summarising the activities of the Standards Committee over the last 6 months	Head of Governance Services Andy Hodson
14th February 2011 – 2p.m.		
No items currently scheduled		
21st March 2011 – 10a.m.		
Information Security Annual Report	To receive a report on the Council's Information Security arrangements	Chief Officer (Business Transformation) Lee Hemsworth

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
WORK PROGRAMME 2010/11**

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
18th April 2011 – 10a.m.		
Annual Audit and Inspection Letter	To receive a report presenting the Annual Audit and Inspection Letter 2008/09.	Chief Officer (Audit and Risk) Tim Pouncey
Consultation on External Audit and Inspection Plan 2010/11	To receive a report consulting Members on the content of the External Audit and Inspection Plan 2010/11.	Chief Officer (Audit and Risk) Tim Pouncey
Corporate Governance Statement Action Plan	To receive a report detailing progress made against actions in the Corporate Governance Statement Action Plan.	Head of Governance Services Andy Hodson
Corporate Governance and Audit Committee Annual Report 2009/10	To receive a report presenting the draft Corporate Governance and Audit Committee Annual Report 2009/10.	Head of Governance Services Andy Hodson
11th May 2011 – 10a.m.		
Annual Report on Risk Management	To receive a report regarding the Council's risk management arrangements.	Chief Officer (Audit and Risk) Tim Pouncey
Annual Report on Delivering Successful Change	To receive a report presenting the annual report on Delivering Successful Change.	Chief Officer (Audit and Risk) Tim Pouncey
Annual Report on Community Engagement	To receive a report presenting the annual report on Community Engagement.	Assistant Chief Executive (Planning, Policy and Improvement) James Rogers

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
WORK PROGRAMME 2010/11**

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Annual Monitoring of Key and Major Decisions	To receive a report presenting the outcome of the monitoring process relating to Key and Major decisions.	Head of Governance Services Andy Hodson
Planning Decisions Process	To receive a report to gain assurance of the process by which planning decisions are taken by the Council. (This report was requested at the meeting held on 12 th May 2010 during discussions on the process by which planning decisions are taken by the Council)	Chief Planning Officer Phil Crabtree
Un-scheduled items for 2010/11		
Value for Money Arrangements	To receive a report regarding the Council's arrangements in relation to achieving Value for Money. (Report to be brought to the Committee to gain assurance that value for money is being achieved across the Council)	Director of Resources Alan Gay
Children's Services Performance Measurement	To receive a report outlining a consistent process by which Children's Services can measure its own performance, including a 'traffic light' system. (Report to be brought to the Committee to gain assurance on the process used by Children's Services to measure its own performance)	Interim Director of Children's Services Eleanor Brazil
Council and Partner responses to anti-social behaviour	To receive a report detailing the results of the anti-social behaviour process review. (Report requested at the meeting held on 17 th March 2010 following the overview of Council responses to anti social behaviour)	Chief Officer Community Safety Simon Whitehead

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
WORK PROGRAMME 2010/11**

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Remuneration Committee	<p>To receive a report updating the Committee on the developments in relation to the creation of a Remuneration Committee</p> <p>(Report requested at the meeting held on 17th March 2010 following discussion on the progress made in establishing a Remuneration Committee)</p>	Chief Officer Human Resources Lorraine Hallam
Corporate Performance Management	<p>To receive a report detailing the wider corporate performance management governance adopted by the authority, that enables early warning of possible severe failure, rather than relying on inspection from external bodies.</p> <p>(Report requested at the meeting held on 17th March 2010 following discussion of the Ofsted and care Quality Commission Inspection of safeguarding and looked after Children's Services in Leeds)</p>	Assistant Chief Executive (Planning, Performance and Improvement) James Rogers
Annual Monitoring of Key and Major decisions	<p>To receive a report presenting the outcome of the monitoring process relating to Key and Major decisions.</p> <p>(The annual report to the Committee to gain assurance that Key and Major decisions are being made in line with procedure)</p>	Head of Governance Services Andy Hodson
ALMO Annual Assurance Report	To receive the Annual Assurance report from Strategic Landlord based on the assurances received from the ALMOs	Strategic Landlord John Statham