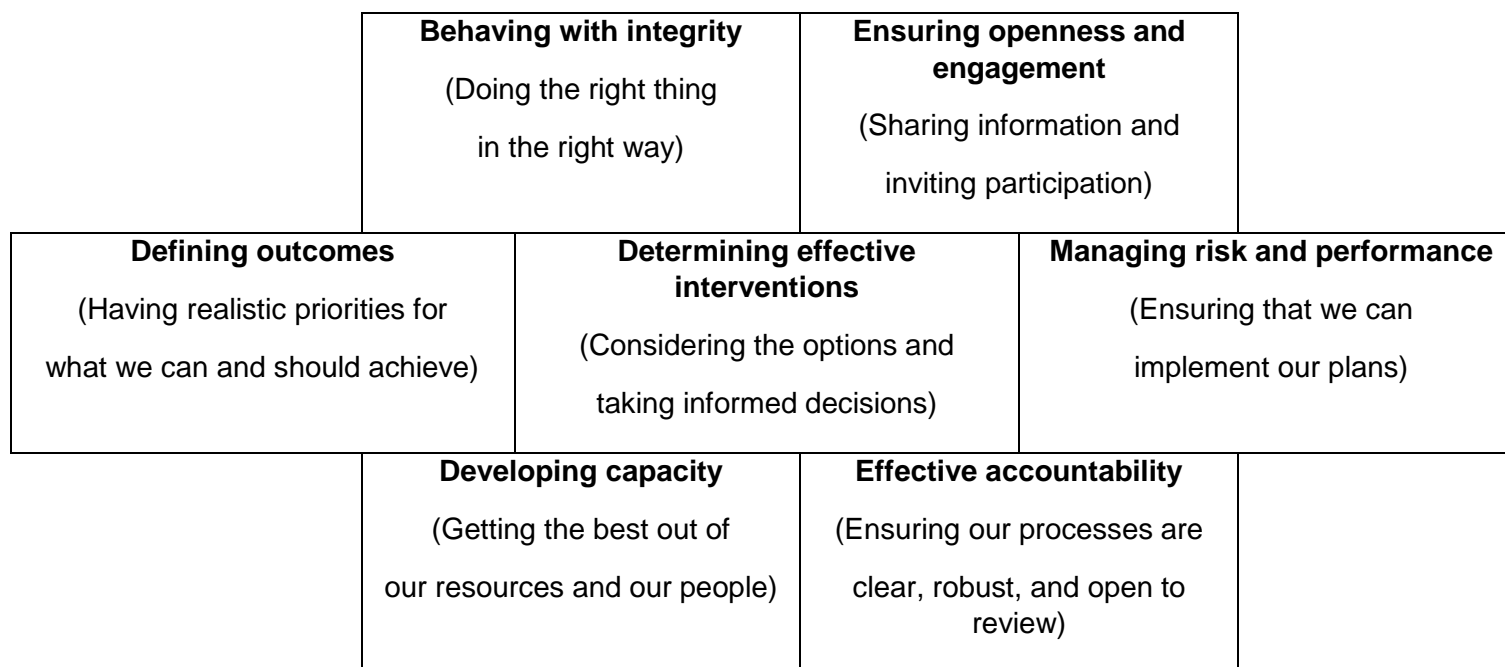


# Internal Control Framework and Assurance Map

2023-2024



The Local Code of Corporate Governance set out in the Constitution sets out the Council's Principles of Corporate Governance and articulates a set of commitments for each.



**This Framework of Internal Control shows how the Council's arrangements in place during the 2023-24 financial year met each of those commitments, and the Assurance Map shows how we evidence that arrangements are working as intended, identify weaknesses and opportunities for improvement, and oversee improvement plans.**

**In turn we can rely on the assurance set out in considering the council's annual governance statement for 2024.**

<b>Principle 1: Behaving with integrity. Doing the right thing in the right way.</b> “We behave with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law.”		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
We are committed to ethical governance and will embed our values and use them as the basis for planning and implementing services; have clear and enforced codes of conduct for Members and Officers; and will work with external providers to ensure that they share our ethical standards.	<b>Values</b> We have adopted clear values, supported by described behaviours which are embedded throughout our arrangements.	<b>Operational:</b> <ul style="list-style-type: none"> <li>• <a href="#">Part 5 - The Local Code of Corporate Governance</a></li> <li>• <a href="#">People Strategy 2020-2025</a></li> </ul>
	<b>Member Conduct</b> <ul style="list-style-type: none"> <li>• Standards and Conduct Committee is required to promote and maintain high standards of conduct by members and co-opted members of the authority.</li> <li>• We have adopted the Members Code of Conduct (amended as necessary and appropriate) which Members commit to through their acceptance of office.</li> <li>• We provide guidance and training to Members at Induction and as appropriate to support clear knowledge and understanding of the Code and arrangements for the registration and declaration of interests, gifts, and hospitality.</li> <li>• We consider complaints in relation to breach of the Code of Conduct in accordance with our published procedure.</li> </ul>	<b>Specialist:</b> <b>Survey of Internal Control</b> asked. <ul style="list-style-type: none"> <li>• #Team Leeds Values and Behaviours</li> </ul> Annual Assurance report of <a href="#">Employment Policies and Employee Conduct</a> presented at Corporate Governance and Audit Committee February 2024
		<b>Operational:</b> <ul style="list-style-type: none"> <li>• <a href="#">Standard and Conduct Committee Terms of Reference.</a></li> <li>• <a href="#">Members Code of Conduct</a></li> <li>• <a href="#">Code of Conduct Complaints Procedure Rules.</a></li> </ul>
	<b>Independent Person</b> Mrs Claire McManus was appointed on 1 <sup>st</sup> April 2023. This appointment is for a period of 2 years with the option extend for a further 2 years subject to agreement with the Council and Mrs McManus	<b>Specialist:</b> Standards and Conduct Committee received: <ul style="list-style-type: none"> <li>• <a href="#">The Annual Report of the Monitoring Officer.</a></li> </ul> Full Council received <ul style="list-style-type: none"> <li>• <a href="#">Annual Report of the Standards and Conduct Committee to Full Council.</a></li> </ul>
<b>Officer Conduct</b> We have adopted the Employee Code of Conduct which is included in the terms and conditions of employment.	<b>Independent:</b> Proposals considered by the Standards and Conduct Committee <a href="#">10th March 2023 - Item 7</a> Appointed by Full Council <a href="#">22<sup>nd</sup> March 2023 – item 85</a>	<b>Operational:</b> <b>Constitution</b> <a href="#">Part 5B - Employee Code of Conduct</a>

<b>Principle 1: Behaving with integrity. Doing the right thing in the right way.</b> <i>"We behave with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law."</i>		
Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
	We have established arrangements for the registration of interests and gifts and hospitality	<b>Survey of Internal Control</b> asked: <ul style="list-style-type: none"> <li>Employee Code of Conduct and arrangements for declaration of interests and registration of gifts &amp; hospitality.</li> <li>Arrangements to prevent conflict of interests.</li> </ul>
	<b>Providers</b> Arrangements are embedded through our Contracts Procedure Rules, Standard Selection Questionnaire for high value procurements, and our standard terms and conditions.	<b>Specialist:</b> <b>Corporate Governance and Audit Committee (CGAC)</b> received <a href="#">Annual Assurance report of Employment policies and employee conduct</a> at the March 2024 meeting.  <b>Operational:</b> <b>Constitution:</b> Contract Procedure Rules <a href="#">Part 4h - Contract Procedure Rules</a> .  <b>Specialist:</b> <b>Corporate Governance and Audit Committee (CGAC)</b> received the <a href="#">Annual Assurance report of Procurement</a> in November 2023  <b>Enquiries of Specialists:</b> Head of Procurement and Commercial Services.
We will abide by the rule of law and will act in accordance with the legal and regulatory framework, dealing effectively with any breach.	The City Solicitor is designated as Monitoring Officer.  The Monitoring Officer Protocol sets out arrangements to ensure that they can discharge the role effectively. The Legal Service has achieved and maintained Lexcel Accreditation  Arrangements are in place to ensure that officers and Members have access to legal advice and guidance, including named legal officers providing advice to Council and Executive committees and officer decision making panels. The corporate report template requires that the legal implications of each proposal are set out	<b>Operational:</b> <b>Constitution:</b> <a href="#">Part 5e Monitoring Officer Protocol</a>  <b>Survey of Internal Control</b> asked: Arrangements to ensure legal and regulatory compliance, including: <ul style="list-style-type: none"> <li>Arrangements for obtaining legal advice and guidance, and</li> <li>Arrangements for the outsourcing of legal work.</li> </ul> During 2023/24, did your service receive any form of internal / external inspection?

<b>Principle 1: Behaving with integrity. Doing the right thing in the right way.</b> <i>"We behave with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law."</i>		
Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
	<p>and can be considered by the relevant decision maker. All Executive Board reports are considered by colleagues in legal. Officer decisions can be referred to legal at the discretion of the decision maker.</p> <p>There is proactive engagement between legal service and directorates on high profile / sensitive matters, with weekly updates to City Solicitor and Director on high profile / sensitive cases or those with significant reputational or financial risk for Council.</p>	<p>Published agendas and delegated decisions including legal implications. For example:</p> <ul style="list-style-type: none"> <li>• <a href="#">Leeds City Bikes Funding</a></li> <li>• <a href="#">District Heating Annual Report 2023</a></li> </ul>
		<p><b>Specialist:</b>  <b>Enquiries of Specialists</b> – City Solicitor.</p> <p>Standard and Conduct Committee received the <a href="#">Annual Review of Protocols</a> in March 2024.</p>
	<p>Advice and guidance are available to all directorates to ensure procurement is legally compliant.</p> <p>Standard Terms and Conditions ensure providers are legally compliant and held to account (e.g., Data protection)</p>	<p><b>Specialist:</b>  <b>Enquiries of Specialists:</b> Head of Procurement and Commercial Services.</p>
<p>We will have a zero-tolerance approach to corruption and misuse of power.</p>	<p>We have adopted a suite of counter fraud and corruption policies and procedures including:</p> <ul style="list-style-type: none"> <li>• Counter fraud and corruption strategy and response plan</li> <li>• Anti-money laundering policy</li> <li>• Anti-bribery and corruption policy</li> <li>• Whistleblowing policy</li> </ul> <p>We have nominated a Counter Fraud and Corruption Member Champion</p>	<p><b>Operational:</b>  <b>Website:</b> <a href="https://leeds.gov.uk">Reporting Fraud and Corruption (leeds.gov.uk)</a></p> <p><b>Survey of Internal Control</b> asked:  The Council's approach to counter fraud and corruption, including:</p> <ul style="list-style-type: none"> <li>• The Council's counter-fraud and corruption strategy and response plan.</li> <li>• Whistle-blowing policy</li> <li>• The Council's Anti-Money Laundering policy.</li> </ul>

<b>Principle 1: Behaving with integrity. Doing the right thing in the right way.</b> <i>"We behave with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	We have developed counter fraud training package available for all staff and targeted to those in areas of risk.	<ul style="list-style-type: none"> <li>The Council's Anti-Bribery and Corruption policy.</li> </ul> <p><b>Specialist:</b> Update reports are received by <b>Corporate Governance and Audit Committee</b>. <a href="#">Counter Fraud and Corruption Update Report</a> – presented to February 2024 meeting.</p> <p><b>Corporate Governance and Audit Committee</b> received the <a href="#">Head of Audit's annual report and opinion</a> at the July 2023 meeting.</p> <p><b>Enquiries of Specialists</b> – Senior Head of Internal Audit, Corporate Governance, and Insurance.</p>

<b>Principle 2: Ensuring openness and engagement. Sharing information and inviting participation.</b> " We will ensure openness and comprehensive stakeholder engagement."		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
We are committed to a culture of openness and will be transparent in our decision making.	The Council is committed to open government and the pro-active release of the information we hold the publication scheme is approved by the Information Commissioner.	<p><b>Operational</b>  <b>LCC Website:</b> <a href="#">Council data and information listings</a>  (Publication Scheme)</p> <p>Repository for data relating to the Council.  <a href="#">Data Mill North</a></p>
	<p><b>Decision Making:</b></p> <ul style="list-style-type: none"> <li>• The Principles of Decision Making (Article 13 of the Constitution) include a presumption in favour of openness.</li> <li>• The List of Forthcoming Key Decisions (LOFKD) gives advance notice of key decisions, providing relevant contact details to enable further engagement.</li> <li>• Records of all Key and Significant Operational Decision (SOD) are published, with formal reports to accompany those valued in excess of £100,000.</li> <li>• Committee agendas are published five clear days in advance of each meeting, and items within ten working days of the meeting.</li> <li>• Report templates require clear reasoning and evidence for recommendations.</li> <li>• Exempt and confidential information is considered in accordance with the Access to Information Procedure Rules.</li> </ul>	<p><b>Operational</b>  <b>LCC Website:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">List of forthcoming Key Decisions</a></li> <li>• <a href="#">List of Delegated Decisions</a></li> <li>• <a href="#">Committee Records</a></li> </ul> <p><b>Constitution</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Article 13 – Decision Making</a></li> <li>• <a href="#">Executive and Decision-Making Procedure Rules</a></li> <li>• <a href="#">Access to Information Procedure Rules</a></li> </ul> <p>Treatment of Confidential Information at Committee:  For example: <a href="#">Executive Board 22<sup>nd</sup> November 2023.</a></p>

<b>Principle 2: Ensuring openness and engagement. Sharing information and inviting participation.</b> <i>" We will ensure openness and comprehensive stakeholder engagement."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	<ul style="list-style-type: none"> <li>Standard items on committee agenda provide for the consideration of exclusion of the press and public in order that the committee can consider confidential or exempt material.</li> </ul> <p>Council structures and Decision-Making training is available to all staff via the Performance and Learning system.</p>	<p><b>Specialist</b>  <b>Survey of Internal Control</b> asked:  Arrangements for open and transparent decision making including:</p> <ul style="list-style-type: none"> <li>Provisions for the consideration of Exempt and Confidential Information</li> <li>Publication of Key Decisions to the List of Forthcoming Key Decisions</li> <li>Publication of reports in advance of Key Decisions.</li> <li>Recording of Key and Significant Operational Decisions.</li> <li>Availability of Call-In.</li> </ul> <p><b>CGAC</b> receives regular updates of the Monitoring of Urgent Decisions as part of the Internal Audit update reports.</p> <ul style="list-style-type: none"> <li><a href="#">26th June 2023.</a></li> <li><a href="#">25th September 2023.</a></li> <li><a href="#">12th February 2024.</a></li> </ul> <p><b>CGAC</b> also received the <a href="#">Annual Assurance report on Decision Making</a> September 2023 meeting.</p>
<p>We will use appropriate means to consult and engage with service users, local communities, and other stakeholders to inform our activity.</p>	<p>Arrangements for customer contact and satisfactions include:</p> <ul style="list-style-type: none"> <li>Customer contact policy and procedures.</li> <li>Communication systems focussed on a customer centric approach.</li> <li>Performance monitoring focussed on customer satisfaction and "good" customer service.</li> <li>A culture of continuous improvement.</li> <li>Movement to a single leadership and management approach for customer contract and customer relations, including move</li> </ul>	<p><b>Operational:</b>  <b>LCC Website:</b> <a href="#">Public access to complaints, compliments and feedback</a></p> <hr/> <p><b>Specialist:</b>  <b>Strategy and Resources Scrutiny Board</b> received Performance reports <a href="#">June 2023</a> and <a href="#">January 2024</a> include KPI's for customer complaints and customer satisfaction.</p>



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	<p>of corporate contact centres to Communities, Housing and Environment directorate.</p> <ul style="list-style-type: none"> <li>• Introduction of strategic governance for customers through the establishment of the Best Council Team – Customer group.</li> <li>• Engagement with KPMG to develop a Customer Strategy, a high-level customer blueprint, a technology proof of concept and high-level business case for investment in a customer contact transformation programme.</li> </ul>	<p>The Board also received <a href="#">Contact Centre Update</a> report which included appendices for <a href="#">compliments received</a>.</p>
	<p>Seek to ensure appropriate, proportionate consultation and engagement with stakeholders, citizens, and communities. Supported by toolkit, advice &amp; training (on request). Four principles which support the approach to consultation and engagement.</p> <ul style="list-style-type: none"> <li>• Involve people at the earliest possible stage.</li> <li>• Make the engagement meaningful and honest.</li> <li>• Make it easy for everyone to take part.</li> <li>• Show everyone the impact the engagement has had.</li> </ul> <p>A range of consultation and engagement approaches are used to provide both quantitative and qualitative feedback in relation to proposals in a way which is proportionate, representative, and meaningful, these include:</p> <ul style="list-style-type: none"> <li>• The Leeds Citizen's Panel</li> <li>• Consultation and feedback on the Council's website</li> <li>• Surveys</li> <li>• Discussion</li> </ul> <p>A review of digital engagement tools will ensure engagement online is as effective as possible, and simpler for citizens to access. Consultation and engagement approach and outcomes are shared with decision makers through the formal report template.</p>	<p><b>Operational LCC Website:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Consultations and Feedback</a></li> <li>• <a href="#">Leeds Citizens' Panel</a></li> <li>• <a href="#">Equalities Assembly</a>.</li> </ul> <p><b>Specialist Survey of Internal Control</b> asked:</p> <ul style="list-style-type: none"> <li>• The Council's approach to Consultation and Engagement.</li> <li>• Advice in relation to Consultation and Engagement</li> </ul> <p><b>Enquiries of Specialists</b> – Head of Policy.</p> <p><b>Full Council</b> received <a href="#">Updated Best City Ambition</a> at the February 2024 meeting.</p>
	<p>We have reviewed our Statement of Community Involvement in relation to planning matters, including a public consultation.</p>	<p><b>Operational: LCC Website:</b> <a href="#">Statement of Community Involvement</a>.</p>

**Principle 2: Ensuring openness and engagement. Sharing information and inviting participation.**

*" We will ensure openness and comprehensive stakeholder engagement."*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
	We are committed to the development of an asset-based community development approach (ABCD)	<p><b>Operational</b> LCC website: <a href="#">Better Lives Strategy 2022-2027</a></p> <p><b>Executive Board</b> – <a href="#">24<sup>th</sup> September 2020</a></p>
	The Locality Working model operates alongside the Council's Community Committee structure. It uses a place-based approach, with strong political leadership, to tackle poverty, reduce inequality and address vulnerability in some of the poorest neighbourhood in Leeds.	<p><b>Operational</b> <b>Executive Board</b> received <a href="#">Tackling Inequality and Disadvantage in Communities: Locality Working in our Priority Wards</a> at the June 2023 meeting.</p>
	<p>Public attendance at Council meetings: The public can attend or view any formal meetings of the Council. Additional arrangements for the public to address meetings are in place as follows:</p> <ul style="list-style-type: none"> <li>• Deputations to full Council in accordance with the Council Procedure Rules.</li> <li>• Invitation as a witness to a Scrutiny Inquiry in accordance with the Scrutiny Board Procedure Rules.</li> <li>• Deputations, open forums, advisory or consultative forums of Community Committees in accordance with the Community Committees Procedure Rules.</li> <li>• Speaking at Plans Panel in accordance with the Protocol for Public Speaking at the Plans Panel.</li> </ul>	<p><b>Operational</b> <b>Constitution:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Council Procedure Rules</a></li> <li>• <a href="#">Scrutiny Board Procedure Rules</a></li> <li>• <a href="#">Community Committee Procedure Rules</a></li> <li>• <a href="#">Protocol for Public Speaking at Plans Panels</a></li> </ul> <p>Committee agenda and items demonstrate application, for example: <a href="#">Inner North East Community Committee – 26<sup>th</sup> February 2024</a></p>
	We have arrangements in place for the receipt and consideration of petitions. Formal decisions in respect of petitions received are taken and published in accordance with the decision-making framework which provides for Member oversight of decision-making.	<p><b>Operational</b> LCC Website: <a href="#">Petition the Council.</a></p>
	The Budget and Policy framework procedure rules set out clear requirements in respect of stakeholder engagement, publication, and referral to Scrutiny of any framework document to ensure comprehensive consultation and engagement in respect of key policies.	<p><b>Operational</b> <b>Constitution</b> <a href="#">Budget and Policy Framework Procedure Rules.</a></p>

**Principle 2: Ensuring openness and engagement. Sharing information and inviting participation.**

*" We will ensure openness and comprehensive stakeholder engagement."*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
	Executive Board and Full Council reports set out consultation details in respect of Budget and Policy Framework matters.	<b>Operational Executive Board</b> received: <a href="#">Local Plan Update 1 (Pre-submission changes consultation)</a> at the October 2023 meeting <a href="#">2024-25 Revenue Budget</a> <a href="#">Best City Ambition – 2024 Update – Final Proposals</a> at the February 2024 meeting.
	We have established a Parish and Town Council Charter setting out how we will work together with local councils in the Leeds City area for the benefit of local people.	<b>Operational LCC Website:</b> <a href="#">Parish and Town Council Charter</a>
We will develop formal and informal partnerships to ensure efficient use of resources and sustainable achievement of outcomes.	We have adapted the Boston Matrix to understand current relationships with our partners and / or plan trajectories. The use of the matrix also considers the strategic and operational power of our partners.	<b>Operational</b> 2023 Review of Key relationships and system leadership of our partnerships discussed and review at an extended BCLT event – <a href="#">June 2023</a> .
	<b>Partners:</b> We have established a Partnership toolkit, checklist and register to support proportionate arrangements for governance and risk in respect of partnerships. The checklist focuses on: <ul style="list-style-type: none"> <li>• Purpose and outcomes – how we will measure success and when the partnership will end.</li> <li>• The Partners – who are our partners and how we will work with them.</li> <li>• Risk and Resilience – how the partnership plans to meet risks.</li> </ul>	<b>Specialist Survey of Internal Control</b> asked: <ul style="list-style-type: none"> <li>• Do you have (or have there been) any partnerships with external partners in your service area?</li> <li>• Have these been included on the directorate partnership register?</li> <li>• Has the partnership checklist been applied to each partnership?</li> <li>• Are you satisfied that the arrangements in place provide adequate control?</li> </ul> <b>Enquiries of Specialists</b> – Head of Policy CGAC received <a href="#">Annual Assurance report on Risk and Resilience Arrangements</a> at the November 2023 meeting.  <b>LCC Insite page:</b> <a href="#">Partnership Management</a>

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<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	Executive Board receives reports reviewing the work and outcomes of significant partnerships within the City.	<b>Operational</b> Executive Board received <a href="#">Leeds Transformational Regeneration Partnership</a> at the March 2023 meeting and <a href="#">Friendship Oath with the City of Kharkiv</a> at the November 2023 meeting.

**Principle 3: Defining Outcomes. Having realistic priorities for what we can and should achieve.**

*“We will define outcomes in terms of sustainable economic, social and environmental benefits.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
<p>We will maintain a clear strategic plan which sets out our priorities, and the intended outcomes for the citizens and communities of Leeds now and in the future.</p>	<p>The Joint Strategic Assessment provides a detailed understanding of the citizens and communities in the Leeds area which underpins the Council’s planning and service delivery.</p>	<p><b>Operational</b>  <b>Leeds Observatory website:</b> <a href="#">Leeds Joint Strategic Assessment 2021</a></p>
	<p>In February 2022, the Council approved the Best City Ambition (BCA) in place of the Best Council Plan. Both corporate plans articulate the Council’s ambitions and strategic priorities which are based on the three pillars:</p> <ul style="list-style-type: none"> <li>• Health and Wellbeing</li> <li>• Inclusive Growth</li> <li>• Climate Emergency.</li> </ul> <p>The Best City Ambition is centred on the City’s mission to tackle poverty and inequality in partnership.                      The strategy and policy framework is articulated through a raft of policy and strategy documents which reflect the strategic ambition of the Council.</p> <p>Documents comprised in the Budget and Policy framework are approved by Full Council, other supporting strategies and policies are approved in accordance with the Leader’s executive arrangements</p>	<p><b>Operational</b>  <b>LCC Website:</b> <a href="#">Best City Ambition</a></p> <p>Full Council received <a href="#">Recommendations of the Executive Board – Best City Ambition 2024</a> the February 2024 meeting.</p> <p><b>Survey of Internal Control</b> asked:                      Arrangements to ensure services are planned and delivered in line with the Council’s strategic planning framework including:</p> <ul style="list-style-type: none"> <li>• The Best City Ambition</li> <li>• The Council’s Three Strategic Pillars (Inclusive Growth, Health &amp; Wellbeing, and Zero Carbon)</li> <li>• Your supporting strategic/service plan (if relevant)</li> </ul> <p>Examples of supporting plans and strategies by Executive include:</p> <ul style="list-style-type: none"> <li>• <a href="#">District Heating Update – Investment Plans.</a></li> <li>• <a href="#">Leeds Air Quality Strategy Report 2024</a></li> <li>• <a href="#">Approval of the Homelessness and Rough Sleeping Strategy 2023-28.</a></li> </ul>
	<p>The Medium-Term Financial Strategy (MTFS):</p>	<p><b>Operational</b></p>

**Principle 3: Defining Outcomes. Having realistic priorities for what we can and should achieve.**

*“We will define outcomes in terms of sustainable economic, social and environmental benefits.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
	<p>The five-year MTFS provides for information for financial resilience and sustainability. This document is updated annually.</p>	<p>Executive Board received <a href="#">Medium Term Financial Strategy 2024/25-2028-29</a> at the September 2023 meeting.</p>
	<p>The Revenue Budget and Capital Programme are supported by a clear and established set of principles which enable a robust and accountable approach to budget management.</p> <p>The system of financial control includes clear arrangements for budget setting and monitoring, to ensure that the budget reflects the resources envelope available to the Council.</p> <p>Core Business Transformation (CBT): Financial Challenge has been established to deliver targeted savings resulting from a programme of service reviews.</p>	<p><b>Specialist</b> <b>CGAC</b> received the <a href="#">Annual Assurance report on Financial and Treasury Management</a> at the November 2023 meeting.</p> <p><b>Enquiries of Specialist</b> – Chief Officer – Financial Service</p>
	<p>Climate Emergency is one of the three pillars supporting the Council’s strategic plan, with a target of achieving net zero emissions for the city by 2030.</p>	<p><b>Operational</b> <b>Full Council</b> received the <a href="#">Climate Emergency Advisory Committee – Annual Report</a> at the January 2024 meeting.</p>
	<p>Efforts are focussed on both the Council’s climate emissions, and wider influence in relation to national policy, and the activity of partners, stakeholders, citizens, and communities within the city.</p>	<p><b>Operational</b> <b>LCC Website:</b> <a href="#">“Leeds graded “A” for Climate Action by Carbon Disclosure Project (CDP)</a></p>
	<p>The Council is signatory to the Leeds Social Value Charter committing to the consideration of social value in all the Council does.</p> <p>Social Value Guidance for Commissioners has been developed, communicated, and embedded under the oversight of the Social Value Board. Outcomes are monitored and reported to Corporate Governance and Audit Committee.</p> <p>TOMS (Themes, Outcomes, Measures) monitoring is reported to Social Value Board quarterly and annually to Scrutiny and Corporate Governance and Audit Committee.</p>	<p><b>Operational</b> <b>LCC Website:</b> <a href="#">Procurement Strategy 2019-2024</a></p> <p><b>Strategy &amp; Resources Scrutiny Board</b> received <a href="#">Procurement update report: Contracts Management, Social Value and Procurement Act 2023</a> at the March 2024 meeting.</p> <p><b>Survey of Internal Control</b> asked: Council’s arrangement to:</p> <ul style="list-style-type: none"> <li>• Ensure Social Value</li> <li>• Social Value Guidelines.</li> </ul>

<b>Principle 3: Defining Outcomes. Having realistic priorities for what we can and should achieve.</b> <i>"We will define outcomes in terms of sustainable economic, social and environmental benefits."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
		<b>Specialist</b> <b>Enquiries of Specialists:</b> Head of Procurement and Commercial Services.
<p>We will ensure that our services are appropriate to the different needs of citizens and communities and that we deliver fair access to our services.</p>	<p><b>Equalities:</b>  The Council has adopted an Equality and Diversity Policy and four-year Strategic Equality Improvement Priorities in compliance with the Equality Act 2010. The policy and priorities recognise that there are different outcomes for different groups and communities and seek to tackle poverty and reduce inequalities.  We use equality, diversity, cohesion, and integration impact assessment to ensure that our services are fair and accessible.</p>	<b>Operational</b> <b>LCC Website:</b> <ul style="list-style-type: none"> <li>• <a href="#">Equality and Diversity</a></li> <li>• <a href="#">Equality improvement priorities</a></li> <li>• <a href="#">Equality Assembly</a></li> </ul> <b>Survey of Internal Control</b> asked: Arrangements to ensure fair access to services, including: <ul style="list-style-type: none"> <li>• The Council's Equality and Diversity policy</li> <li>• Equality, diversity, cohesion and integration impact screening and assessments.</li> </ul> <b>LCC intranet:</b> <a href="#">Equality Toolkit</a>  Freedom to Speak Up Guardian referred to in the recent <a href="#">Peer Challenge November 2022</a> .

<b>Principle 4: Determining effective interventions. Considering the options and taking informed decisions.</b> <i>"We will determine the interventions necessary to optimise the achievement of intended outcomes."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
We will ensure that decision makers are provided with relevant and timely information to support decisions which are proportionate, sustainable, and realistic to meet identified aims and outcomes.	<p><b>Decision Making</b> We have adopted the Principles of Decision Making as set out in Article 13 of the Council's Constitution. Report templates require clear reasoning and evidence for recommendations, including consultations and engagement, legal, resource and risk implications and options considered. Committee reports and those supporting key decisions taken by officers are published five days in advance of decisions being taken.</p>	<p><b>Operational</b> <b>Survey of Internal Control</b> asked:</p> <ul style="list-style-type: none"> <li>• Arrangements for support proportionate, sustainable, and realistic decisions, including:</li> <li>• The Principles of Decision Making (as set out in Article 13 of the Constitution)</li> <li>• Report writing templates and guidance.</li> </ul>
		<p><b>Specialist</b> CGAC received the <a href="#">Annual Assurance report on Decision Making</a> at the September 2023 meeting,</p>
	Category management structure enables input into options appraisals (where warranted), procurement strategy, decision reports and contract management plans. Reassurance is addressed via Value for Money (VfM) delivered services and the non-recording of failing or terminated contracts.	<p><b>Specialist:</b> <b>Enquiries of Specialists:</b> Head of Procurement and Commercial Services.</p>
We will ensure that our financial planning, and budgeting processes inform, reflect, and support our decision-making.	<p><b>Medium Term Financial Strategy (MTFS)</b> The five-year MTFS provides for financial resilience and sustainability. It is updated annually.</p>	<p><b>Operational</b> <b>Executive Board</b> received the <a href="#">MTFS 2024/25 to 2028/29</a> at the September 2023 meeting.</p>
	<p><b>Budget:</b> Budget management and monitoring is undertaken as a continuous process throughout the Council. Clear financial dashboards have been developed and financial advice and guidance is available from the Financial Service, to assist budget holders in assessing the impact of decisions. The corporate report template requires the financial implications are detailed in respect of proposals.</p>	<p><b>Operational</b> <b>CGAC</b> received the <a href="#">Annual Assurance report of Financial and Treasury Management</a> at the November 2023 meeting.</p>



**Principle 4: Determining effective interventions. Considering the options and taking informed decisions.**

*“We will determine the interventions necessary to optimise the achievement of intended outcomes.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
<p>We will consider best value in respect of all strategic objectives through the delivery of service specific outcomes.</p>	<p>The Council has adopted a five-year procurement strategy to support delivery of the strategic plan based on five key areas:</p> <ul style="list-style-type: none"> <li>• Value for Money and efficiency.</li> <li>• Governance</li> <li>• Social Value and Foundation Living Wage</li> <li>• Commercial Opportunities</li> <li>• Supplier relationships and contract management.</li> </ul> <p>Arrangements for the procurement of goods and services include requirements for tender evaluation reflecting both price and quality. The Social Value guidelines for Leeds City Council commissioners states all high value procurements must consider social value. Contract management arrangements are considered during the scoping of the procurement to ensure that Council’s requirements are clear, deliverable, and manageable. Post award contract management ensures adherence to the service needs and delivery of the expected outcomes including the requirement of any future procurement. A suite of tender documents to address all procurement activity namely, goods, works and services are available to undertake appropriate procurement exercises. The tender documents promote engagement with the third sector market and strengthen its relationship with the Council, as well as providing opportunities for large private organisations to engage more openly with the Third Sector and SME’s by broadening their supply chain.</p>	<p><b>Operational</b> LCC Website: <a href="#">Procurement Strategy 2019-2024.</a></p> <p><b>Survey of Internal Control</b> asked: The Council’s arrangements to:</p> <ul style="list-style-type: none"> <li>• Ensure Social Value</li> <li>• Social Value Guidelines.</li> </ul> <p>The procurement framework, including:</p> <ul style="list-style-type: none"> <li>• The provision of the Contract Procedure Rules (CPRs)</li> <li>• Provisions for Contract Management, including the requirement to have arrangements in place for contract management.</li> <li>• Provisions for obtaining procurement and commercial advice and guidance.</li> </ul> <p><b>Specialist</b> CGAC received the <a href="#">Annual Assurance report for Procurement 2022-23</a> at the November 2023 meeting.</p> <p><b>Enquiries of Specialists:</b> Head of Procurement and Commercial Services.</p>

<b>Principle 5: Managing risk and performance. Ensuring that we can implement our plans.</b> <i>"We will manage risk and performance through robust internal control and strong public financial management."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
<p>We will integrate robust and effective risk management arrangements into all our activity and decision-making to identify, mitigate, and manage risks to the achievement of our goals.</p>	<p><b>Risk</b>  The Council is committed to the identification, mitigation, and management of risk throughout all levels of Council decision-making and activity to ensure that the Council's strategic objectives can be achieved. Together the Risk Management strategy and procedures work to identify, mitigate, and manage risk at corporate, directorate, service, and project level.</p> <p>Arrangements provide for clear ownership of risk, and for the regular monitoring and evaluation of arrangements to ensure that they remain robust and fit for purpose.</p> <p>The corporate report template includes a section to address risk in relation to all decisions taken in Committee, and key and significant operations decisions taken by officers.</p> <p>Regular Executive Members briefings include updates on risk in relation to matters within their portfolio.</p> <p>Corporate Leadership Team (CLT) consider corporate risks; and DLTs consider directorate risks through a regular cycle of reporting by Intelligence and Policy Manager.</p> <p>Scrutiny Boards have oversight of risk arrangements in relation to matters within their remit.</p>	<p><b>Operational</b>  <b>LCC Website:</b> <a href="#">Managing our Risks</a></p> <p><b>Survey of Internal Control</b> asked:  The Council's Risk Management Policy and approach, including arrangements to:</p> <ul style="list-style-type: none"> <li>• Identify and record new and emerging risks.</li> <li>• Develop and review the control assessment for each risk.</li> <li>• Report, manage and where necessary, escalate significant risks.</li> </ul>
		<p><b>Specialist</b>  <b>CGAC</b> received the <a href="#">Annual Assurance report on Risk and Resilience Arrangements</a> at the November 2023 meeting.</p> <p><b>Enquiries of Specialists</b> – Chief Officer – Strategy &amp; Resources</p>
<p>We will have effective arrangements to plan and monitor our performance in line with our strategic</p>	<p>Legal and regulatory breach addressed as part of Procurement and Commercial Services (PACs) service level risk register, giving assurance in relation to risks arising through delivering services through third parties</p>	<p><b>Specialist</b>  <b>Enquiries of Specialists</b> – Head of Procurement and Commercial Services.</p>

<b>Principle 5: Managing risk and performance. Ensuring that we can implement our plans.</b> <i>"We will manage risk and performance through robust internal control and strong public financial management."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
objectives, and to identify and deal with any failure in service delivery.	<p>We have clearly articulated arrangements for performance and corporate and directorate level. These arrangements seek to provide assurance in relation to the delivery of the Council's strategic plan.</p> <p>Key Performance Indicators (KPI's) underpin reporting of progress to CLT and to Executive Board and will be reviewed considering the adoption of the Best City Ambition.</p> <p>Scrutiny Boards have oversight of performance in relation to matters within their remit. They enhance performance through constructive challenge and debate on policies and objectives before, during and after decisions are made. Scrutiny inquiries are targeted to provide robust challenge and meaningful assurance that services are delivered to achieve value for money in terms of the effective, efficient, and economic achievement of outcomes.</p>	<p><b>Operational</b>  <b>LCC Website:</b> <a href="#">Performance Management</a></p> <p><b>Survey Of Internal Control</b> asked:            The Corporate and Directorate arrangements for performance management, including:</p> <ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Escalation of concerns.</li> </ul>
	<p>A new Contract Management process is being formalised under the e-tendering portal YORtender. Contract Management Plans are owed by Directorates via commissioners / contract managers and report on progress at relevant boards</p>	<p><b>Specialist</b>  <b>Enquiries of Specialists:</b> Chief Officer – Strategy and Performance.</p> <p><b>CGAC</b> received the <a href="#">Annual Assurance report on Corporate Performance Management</a> at the November 2023 meeting.</p> <p><b>Strategy and Resources Scrutiny Board</b> received <a href="#">LCC Contact Centre Update Report</a> at the December 2023 meeting.</p> <p><b>Communities, Housing and Environment and Strategy and Resources Scrutiny Boards</b> received:</p> <ul style="list-style-type: none"> <li>• <a href="#">CHE Performance Report June 2023</a></li> <li>• <a href="#">S&amp;R Performance Report June 2023</a></li> </ul>

**Principle 5: Managing risk and performance. Ensuring that we can implement our plans.**

*“We will manage risk and performance through robust internal control and strong public financial management.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
<p>We will have robust arrangements for internal control which are defined and documents, clearly communicated, effectively embedded, meaningfully monitored, and regularly reviewed.</p>	<p>There are clearly articulated arrangements for internal control in respect of identified areas. Annual assurance reports set out the specialist view of the relevant framework in place which is then tested operationally through the Survey of Internal Control.</p>	<p><b>Specialists</b>  <b>Survey of Internal Control</b> asked:                      The Council’s arrangements for Business Continuity Management, including:</p> <ul style="list-style-type: none"> <li>• Business Continuity Plans developed for the service.</li> <li>• Provisions for monitoring, testing and review of business continuity plans.</li> </ul> <p><b>CGAC</b> received:</p> <ul style="list-style-type: none"> <li>• <a href="#">Procurement</a></li> <li>• <a href="#">Decision Making</a></li> <li>• <a href="#">Financial and Treasury Management</a></li> <li>• <a href="#">Risk and Resilience</a></li> <li>• <a href="#">Corporate Performance Management</a></li> <li>• <a href="#">Integrated Digital Services (IDS)</a></li> <li>• <a href="#">Information Governance (including Caldicott Guardian)</a></li> <li>• <a href="#">Planning Decision Making and Enforcement Arrangements</a></li> <li>• <a href="#">Employment policies and procedures and Employee Conduct.</a></li> </ul>
	<p>Our system of Internal Control for Information Management and Governance provides a framework for the processing of information in line with relevant legislation. Arrangements include:</p> <ul style="list-style-type: none"> <li>• Creation, storage, and disposal of information,</li> <li>• Information security,</li> </ul>	<p><b>Operational</b></p> <p><b>LCC Website:</b> <a href="#">Privacy and Data</a></p> <p><b>The Survey of Internal Control</b> asked:                      The Council’s arrangements for Information Governance, including:</p>

<b>Principle 5: Managing risk and performance. Ensuring that we can implement our plans.</b>		
<i>“We will manage risk and performance through robust internal control and strong public financial management.”</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	<ul style="list-style-type: none"> <li>• Information access,</li> <li>• Information sharing,</li> <li>• Reporting and managing data breaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Provisions for records management and storage in accordance with document retention schedules.</li> <li>• Requirement to complete the information governance e-learning in accordance with corporate timescales.</li> <li>• Requirement to hold and transmit personal, confidential, and sensitive information securely.</li> <li>• Requirement to report data breaches.</li> <li>• Requirement for Data Protection Impact Assessments and the mitigation of identified risks.</li> <li>• Compliance with Information Governance policies and procedures.</li> </ul>
		<p><b>Specialist</b>  <b>CGAC</b> received the <a href="#">Annual Information Governance Report, including the annual report of the Caldicott Guardian</a> at the February 2024 meeting.</p> <p><b>Enquiries of Specialists</b> – Head of Information Management &amp; Governance</p>
	<p>Financial Management controls are integrated throughout our arrangements, including financial planning and budget preparation, and setting; in year budget management and monitoring; and closure of accounts and year-end reporting</p>	<p><b>Specialist</b>  <b>Survey of Internal Control</b> asked:  The Council’s arrangements for financial management and control, including:</p> <ul style="list-style-type: none"> <li>• Financial regulations, including those in relation to security of physical assets, stocks, and stores.</li> <li>• The Revenue and Capital principles agreed by Executive Board in July 2019.</li> </ul>

<b>Principle 5: Managing risk and performance. Ensuring that we can implement our plans.</b> <i>"We will manage risk and performance through robust internal control and strong public financial management."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
		<ul style="list-style-type: none"> <li>• Provisions for budget setting and monitoring</li> <li>• Provisions for obtaining financial advice and guidance.</li> </ul> <p><b>CGAC</b> received the <a href="#">Annual Assurance report for Financial and Treasury Management</a> in November 2023 meeting.</p>

**Principle 6: Developing Capacity. Getting the best out of our resources and our people.**

*“We will develop the Council’s capacity, including the capability of its leadership and the individuals within it.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
<p>We will continually review how we use our assets and information to achieve outcomes efficiently and effectively.</p>	<p>Clear procedures underpin the receipt of Compliments and the investigation of complaints to inform the continuous improvement of the Council and the way in which services are delivered.</p>	<p><b>Operational</b>  <b>LCC Website:</b> <a href="#">Complaints, compliments and feedback – let us know</a></p>
		<p><b>Specialist</b>  <b>Strategy and Resources Scrutiny Board</b> received:</p> <ul style="list-style-type: none"> <li>• <a href="#">Performance Report June 2023</a></li> <li>• <a href="#">Performance Report January 2024.</a></li> </ul>
	<p><b>Estate Management</b>                      The Four-Year Estate Management strategy sets out the way in which the Council will strategically plan and manage its land and property assets across the city to ensure that it fulfils all its priorities and to enable the people, the city, and its businesses to thrive. The document sets out the vision, priorities and objectives helping us deliver a modern, efficient, sustainable estate and workplaces that remain fit for purpose as the world adapts to new ways – and places – of working. A live implementation plan is maintained by Strategic Asset Management.</p>	<p><b>Operational</b>  <b>LCC Website:</b> <a href="#">Estate Management Strategy</a></p> <p><b>Survey of Internal Control</b> asked:                      Arrangements for governance in respect of Council’s lands and buildings including:</p> <ul style="list-style-type: none"> <li>• Provision for liaison with Chief Asset Management and Regeneration Officer in respect of decisions relating to the use of Council’s land and buildings.</li> <li>• Obtaining advice and guidance.</li> </ul>
		<p><b>Specialist</b>  <b>Enquiries of Specialists:</b> Chief Officer – Asset Management and Regeneration.</p>

<b>Principle 6: Developing Capacity. Getting the best out of our resources and our people.</b>		
<i>"We will develop the Council's capacity, including the capability of its leadership and the individuals within it."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	<p><b>Integrated Digital Services.</b> Our digital capabilities play a central role in maximising the use of tools and technology to improve and transform the way the council works, provides services, and engages with citizens. We take a strategic approach to the collection and use of data to support our decisions, assess performance and drive improvement and have established the Office of Data Analytics.</p>	<p><b>Operational</b> <b>LCC Website:</b> <a href="#">Digital Strategy 2022 to 2025.</a></p> <p><b>Survey of Internal Control</b> asked: Arrangements for governance in respect of Integrated Digital Services (IDS) including:</p> <ul style="list-style-type: none"> <li>• Provision for liaison with Chief Digital and Information Officer in respect of decisions relating to use of digital technology.</li> <li>• Obtaining advice and guidance.</li> </ul>
		<p><b>Specialist</b> <b>Strategy and Resources scrutiny board</b> received:</p> <ul style="list-style-type: none"> <li>• <a href="#">Leeds 2023 update</a> (including digital engagement)</li> <li>• <a href="#">Contact Centre Update</a></li> <li>• <a href="#">Integrated Digital Services (IDS) Service Desk – Update</a></li> </ul> <p><b>Enquiries of Specialists:</b> Deputy Chief Digital and information Officer.</p>
<p>We will develop, maintain, and implement arrangements which support and develop the capacity of Members and Officers.</p>	<p><b>Officers:</b> Our People Strategy sets out our ambition to be the best place to work, through exceptional employee experience, talented managers and leaders, and a culture underpinned by fairness, diversity, and collaboration.</p> <p>Our People Strategy is supported by key officers, including:</p> <ul style="list-style-type: none"> <li>• Values &amp; Behaviours</li> <li>• Leadership and Management</li> </ul>	<p><b>Operational</b> <b>LCC Website:</b> <a href="#">The best place to work – our people strategy 2020 – 2025.</a> <a href="#">Our People Strategy 2020-2025 – on a page.</a></p> <p><b>Survey of Internal Control</b> asked: Arrangements for management of staff, including:</p> <ul style="list-style-type: none"> <li>• Welfare of employees</li> <li>• Induction, training, and development.</li> </ul>



**Principle 6: Developing Capacity. Getting the best out of our resources and our people.**

*“We will develop the Council’s capacity, including the capability of its leadership and the individuals within it.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
	<p>The Strategy also includes a focus on keeping our staff safe whilst building in flexibility across the workforce.</p> <p>We have developed a range of staff and manager facing communication tools and techniques including:</p> <ul style="list-style-type: none"> <li>• Regular focussed meetings of BCLT, and extended BCLT</li> <li>• Written communications including weekly bulletins, BCLT notes, Chief Executive’s weekly message.</li> </ul>	<ul style="list-style-type: none"> <li>• Supervision, attendance, and discipline.</li> <li>• Appraisals and 1-2-1’s</li> <li>• Access to equipment necessary to fulfil their roles efficiently.</li> <li>• Provisions for obtaining advice and guidance in relation to Human Resources.</li> </ul> <p><b>General Purposes Committee</b> received the <a href="#">Annual Pay Policy Statement Financial Year 2024-25</a> – February 2024.</p> <p><b>Specialist CGAC</b> received the <a href="#">Annual assurance report in relation to employment policies and employee conduct</a> – March 2024.</p> <p><b>Enquiries of Specialists:</b> Chief Officer – Human Resources.</p>
	<p>We have a broad range of arrangements to promote the health, safety and wellbeing of employees including but not limited to:</p> <ul style="list-style-type: none"> <li>• Accidents and Incidents at work.</li> <li>• Employee advice, information, and counselling.</li> <li>• Financial Wellbeing</li> <li>• Mental Health</li> <li>• Occupational Health; and</li> <li>• Safeguarding</li> </ul> <p>Regular pulse surveys continue to enable communication and inform decision making.</p>	<p><b>Specialist Strategy and Resources Scrutiny Board</b> received:</p> <ul style="list-style-type: none"> <li>• <a href="#">Employee Mental Health Update</a> – October 2023.</li> <li>• <a href="#">Scrutiny Board Statement: Workforce Equality, Diversity, and Inclusion (EDI)</a></li> </ul> <p>Health and wellbeing was also included in the Performance reports received by the Board.</p>

<b>Principle 6: Developing Capacity. Getting the best out of our resources and our people.</b>		
<i>"We will develop the Council's capacity, including the capability of its leadership and the individuals within it."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	<p><b>Members</b> The Member Induction Programme is provided following each local election.</p> <p>In addition, a Training and Development Programme is developed in consultation with Members. The calendar of training is available to all Members and remains agile to deal with emerging needs.</p> <p>The Members Allowance Scheme is considered by the Independent Remuneration Panel and approved by Full Council.</p> <p>The scheme is subject to an annual uplift in line with the negotiated headline NJC pay award.</p> <p>The Scheme has been reviewed by the IRP and will be submitted to Council for approval.</p>	<p><b>Operational</b> <b>Data Mill North:</b> <a href="#">Councillor Allowances</a></p> <p><b>Full Council January 2024</b> received the <a href="#">Report of the Independent Remuneration Panel (IRP)</a></p> <p><a href="#">Consequential Amendments to the Members; Allowances Scheme</a> – decision taken by the City Solicitor March 2024.</p> <p><b>Specialist</b> <b>Enquiries of Specialists</b> – Head of Democratic Services.</p>

<b>Principle 6: Developing Capacity. Getting the best out of our resources and our people.</b>		
<i>"We will develop the Council's capacity, including the capability of its leadership and the individuals within it."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
<p>We will ensure that leadership roles are clear and defined and that relationships between elected Members and Officers work effectively to set and implement our strategic goals.</p>	<p>The Council operates executive arrangements in the strong leader and cabinet model.</p> <p>Roles and responsibilities are clearly defined through the constitution including provision in relation to:</p> <ul style="list-style-type: none"> <li>• Responsibility for functions</li> <li>• Procedure Rules</li> <li>• Codes and protocols provide further guidance in respect of member and Officer roles and responsibilities.</li> </ul> <p>Each Director maintains a sub-delegation scheme making clear provision for the discharge of functions within their remit, although each retains accountability for functions delegated to them through the Officer Delegation Scheme.</p> <p>There are clear leadership arrangements in place, enabling leaders and managers across the Council to engage and share knowledge and experience to inform decision-making and cascade information:</p> <ul style="list-style-type: none"> <li>• Corporate Leadership Team (Directors)</li> <li>• Directorate Leadership Team (Directors and their direct reports within directorates)</li> <li>• Best Council Leadership Team (Directors and their direct reports across the Council).</li> </ul>	<p><b>Operational</b> LCC Website: <a href="#">Sub-Delegation Schemes 2023-24</a></p> <p><b>Articles included in the Constitution.</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Members of the Council</a></li> <li>• <a href="#">Chairing the Council</a></li> <li>• <a href="#">The Executive</a></li> <li>• <a href="#">Officers</a></li> <li>• <a href="#">Review and Revision of the Constitution</a></li> <li>• Responsibility of Functions: <ul style="list-style-type: none"> <li>• <a href="#">Local Choice functions</a></li> <li>• <a href="#">Council Functions</a></li> <li>• <a href="#">Executive Functions</a></li> </ul> </li> <li>• <a href="#">Executive and Decision-Making Procedure Rules</a></li> <li>• <a href="#">Officer Employment Procedure Rules.</a></li> <li>• <a href="#">Protocol for Member / Officer relations</a></li> <li>• <a href="#">Protocol for the Roles of Members and Officers in Decision Making</a></li> </ul> <p><b>Full Council</b> received <a href="#">The Leader's executive arrangements</a> at the May 2023 meeting.</p>

<b>Principle 6: Developing Capacity. Getting the best out of our resources and our people.</b> <i>"We will develop the Council's capacity, including the capability of its leadership and the individuals within it."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	<ul style="list-style-type: none"> <li>• Extended BCLT (all JNC grade officers across the Council)</li> <li>• Cross-cutting boards (e.g.: BCT: Financial Challenge)</li> <li>• Service Boards</li> <li>• Project and Programme Boards (e.g.: Core Business Transformation Board).</li> </ul> <p>A review of these internal governance arrangements will be undertaken as the Council implements the new organisational plan.</p>	<p><b>Specialist:</b>  <b>Survey of Internal Control</b> asked:            Arrangements for delegated decision making including:</p> <ul style="list-style-type: none"> <li>• The Protocol on Member Officer relations and Protocol for the role of Members and Officers in decision making.</li> <li>• Officer delegation scheme and the Director's sub-delegation scheme.</li> <li>• Internal governance arrangements within the directorate (boards, panels, and other forum that control and influence service delivery although not formal decision-making bodies).</li> <li>• Provisions for briefing / consulting relevant elected Members (ward members, portfolio holders etc...) as necessary and appropriate.</li> <li>• Provisions for the referral of appropriate matters to Executive Board.</li> </ul>

**Principle 7: Effective accountability. Ensuring our processes are clear, robust, and open to review.**

*“We will implement good practices in transparency, reporting and audit, to deliver effective accountability.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
<p>We will provide clear, accessible, and timely information so that we can be held to account for the decisions we take and for our performance.</p>	<p>Approach to open and transparent decision-making detailed at Principle 2 above.</p> <p>Publication of agendas and items of meetings, and reports and delegated decision notices in respect of officer decisions ensure decisions are available for consideration and challenge.</p> <p>Call-in arrangements permit the consideration of executive decisions which have been made but not yet implemented by Scrutiny Boards.</p>	<p><b>Operational</b>  <b>Executive Board</b> received as report regarding <a href="#">the Future of six high rise and resident rehousing – Bailey and Brooklands Towers, Ramshead Heights, Leafield Towers, Raynville Court and Grange</a> at the October 2023 meeting.</p>
		<p><b>Specialist:</b>  <b>CGAC</b> received regular appendices to the Internal Audit update reports, detailing the Urgent Decisions taken in the previous period, for example: Appendix C: Monitoring of Urgent Decisions (<a href="#">September – December 2023</a>)</p>
	<p><b>Performance of Committees.</b>  Council Committees will be held to account for the discharge of the matters within their remit.</p> <ul style="list-style-type: none"> <li>• Community Committees</li> <li>• Plans Panel and Development Plans Panel</li> <li>• Corporate Governance and Audit Committee</li> <li>• Climate Emergency Advisory Committee</li> <li>• Licensing Committee</li> <li>• Standards and Conduct Committee.</li> </ul> <p>The Council’s accounts are prepared and published in accordance with legislative requirements and proper practice, including the period of public inspection prior to finalisation.</p>	<p><b>Operational</b>  <b>Annual Assurance reports for the following Committees received at Full Council:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Leeds Community Committees Annual Report 2022-23.</a></li> <li>• <a href="#">Plans Panels and Development Plan Panel Annual Report 2022-23</a></li> <li>• <a href="#">Annual Report to Full Council – Corporate Governance and Audit Committee 2022-23</a></li> <li>• <a href="#">Climate Emergency Advisory Committee Annual Report</a></li> <li>• <a href="#">Entertainment and Taxi and Private Hire Licensing – Annual Report 2023</a></li> <li>• <a href="#">Annual Report to Full Council – Standards and Conduct Committee 2023/24</a></li> </ul>

**Principle 7: Effective accountability. Ensuring our processes are clear, robust, and open to review.**

*“We will implement good practices in transparency, reporting and audit, to deliver effective accountability.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
	<p>Comments and questions arising during period of public inspection are reported to Corporate Governance and Audit Committee.</p>	<p><b>Specialist:</b>  <b>CGAC</b> received the <a href="#">Interim Annual Governance Statement</a> for review prior to publication alongside the Council's Accounts at the July 2023 meeting. Following the period of public deposit, the <a href="#">Governance Statement</a> was presented for approval at the September 2023 meeting.</p>
	<p><b>Scrutiny</b>                      Our scrutiny and oversight arrangements are set out in Article 6 and the Scrutiny Board Procedure Rules in the Constitution.</p> <p>The Vision for Scrutiny, contained within Article 6 sets out the “Four Principles of Good Scrutiny” and recognises the seven conditions necessary to succeed in the vision.</p>	<p><b>Operational</b>  <b>Full Council</b> received the <a href="#">2022-23 Scrutiny Annual Report</a> at the July 2023 meeting.</p> <p><b>Specialist:</b>  <b>Enquiries of Specialists:</b> Head of Democratic Services (as Proper Officer for Scrutiny).</p>
<p>We will have effective arrangements to provide independent assurance in respect of our governance arrangements.</p>	<p>The Local Code of Governance reflects the “Delivering Good Governance in Local Government Framework CIPFA 2016”. The governance framework and assurance map recognise the range of assurance sources available.</p> <p>Independent Assurance is available from Internal Audit which provides a professional and independent service in conformity with PSIAS and LGAN to deliver a risk-based audit plan, supplemented by additional audit activity providing independent assurance in respect of all systems of internal control.</p>	<p><b>Operational:</b>  <b>Survey of Internal Control</b> asked:                      During 2023/24, did your service receive any form of internal or external inspection?                      Was in the review / inspection from:</p> <ul style="list-style-type: none"> <li>• Internal Audit,</li> <li>• External Audit</li> <li>• Ofsted / CQC</li> <li>• Peer Review</li> <li>• Other</li> </ul> <p>Did the review / inspection results in an action plan?</p>

**Principle 7: Effective accountability. Ensuring our processes are clear, robust, and open to review.**

*“We will implement good practices in transparency, reporting and audit, to deliver effective accountability.”*

Our Commitment	The Governance Framework (What we do)	The Assurance Map (How we know it works)
		<p><b>Independent:</b>  <b>CGAC</b> received regular update reports from Internal Audit in relation to the various sources of independent assurance that had been undertaken. For example:</p> <ul style="list-style-type: none"> <li>• <a href="#">1<sup>st</sup> January – 31<sup>st</sup> March 2023</a> reported at June 2023 meeting.</li> <li>• <a href="#">1<sup>st</sup> April – 31<sup>st</sup> August 2023</a> reported at September 2023 meeting.</li> <li>• <a href="#">1<sup>st</sup> September – 31<sup>st</sup> December 2023</a> reported at February 2024 meeting.</li> </ul> <p><a href="#">Internal Audit Annual Report, Opinion and Work Completed 2022-23</a> reported at July 2023 meeting.</p>
<p>We will welcome peer challenges, review and inspections from regulatory bodies and will implement action plans which arise from them.</p>	<p>The Protocol for the Co-ordination of External Inspection Reports provides for the publication of external inspection reports, and for the review and monitoring of action plans arising from them.</p>	<p><b>Operational</b>  <b>LCC Website:</b> <a href="#">External Audit and Inspection Reports</a></p> <p><b>Constitution:</b> <a href="#">Protocol for the co-ordination of External Audit and Inspection Report</a></p>
	<p>Executive Board, Scrutiny Boards and Corporate Governance and Audit Committee may receive reports and action plans in accordance with their terms of reference.</p>	<p><b>Specialist:</b>  <b>CGAC</b> received the <a href="#">Information Commissioner’s Office (ICO) audit report of Leeds City Council’s compliance with the UK General Data Protection Regulation (GDPR)</a>.                      The Committee was assured that an action plan in place to address the recommendations raised and an update will be presented during the 2024-25 cycle of the committee.</p>

<b>Principle 7: Effective accountability. Ensuring our processes are clear, robust, and open to review.</b> <i>"We will implement good practices in transparency, reporting and audit, to deliver effective accountability."</i>		
<b>Our Commitment</b>	<b>The Governance Framework (What we do)</b>	<b>The Assurance Map (How we know it works)</b>
	<p>The External Auditors are routinely represented at Corporate Governance and Audit Committee, providing regular updates in addition to formal reporting requirements.</p>	<p><b>Independent:</b>  <b>CGAC</b> received multiple report from the External Auditors, Grant Thornton during the AGS period, such as:</p> <ul style="list-style-type: none"> <li>• <a href="#">Interim Findings Report 2021-22</a></li> <li>• <a href="#">ICT Report 2022-23</a></li> <li>• <a href="#">Interim Annual Report including Value for Money arrangements 2022-23</a></li> <li>• <a href="#">Updated ISA 260 Report 2021-22</a></li> <li>• <a href="#">2021-22 Audit Progress and proposed "backstop" on the 2022-23 accounts audit.</a></li> <li>• <a href="#">Final ISA 260 Report for 2021-22</a></li> </ul>
	<p><b>Ombudsman</b>  Appropriate arrangements, principally administered centrally by the Corporate Complaints Team, in place to capture, record and monitor Ombudsman Complaints regardless of whether a finding of maladministration leading to injustice is found.  The Monitoring Officer also reserves the right to make a report of unlawfulness to Full Council although that has not been necessary.  In addition, CLT and strong bi-partisan relationships between the Monitoring Officer, Head of Paid Service, the S151 Officer, and Directors provide stream-lined mechanisms for the sharing of relevant information relating to Ombudsman complaints.  Work is currently taking place to enhance formal corporate oversight of Ombudsman complaints by CLT.</p>	<p><b>Operational:</b>  <b>Local Government &amp; Social Care Ombudsman</b> provided an <a href="#">Annual Review letter for 2022-23</a> detailing the status of complaints received and the outcomes.  If necessary, Full Council receives reports of Monitoring Officer in relation to findings of maladministration. None were received during the AGS reporting period.</p> <p><b>Specialist:</b>  <b>Enquiries of Specialists:</b> City Solicitor.</p>