



CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 9th November, 2011
at 2.00 pm**

MEMBERSHIP

Councillors

G Driver (Chair)	C Campbell	W Hyde	J Elliott
P Grahame	G Kirkland	C Fox	
N Taggart			
A Lowe			
T Hanley			
G Hussain			

Co-opted Member

Mr G Tollefson
(Chair of Standards Committee)

*** Please note a Risk Management training session for Members of the Committee will commence in room 6&7 at 1pm prior to the meeting taking place.**

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 Head of Governance Services 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 from the meeting.</p>	
6			<p>MINUTES OF THE PREVIOUS MEETING</p> <p>To confirm as a correct record the minutes of the meeting held on 30th September 2011.</p>	1 - 4
7			<p>LEEDS CITY REGION - LOCAL ENTERPRISE PARTNERSHIP GOVERNANCE</p> <p>To receive a report of the Assistant Chief Executive (Customer Access and Performance) describing the current Governance for the Leeds City Region and the current relationship between the existing City Region Leaders' Board and the newly created Local Enterprise Partnership Board (LEP).</p>	5 - 16
8			<p>LEEDS INITIATIVE GOVERNANCE</p> <p>To receive a report of the Assistant Chief Executive (Customer Access and Performance) updating the Committee on progress with the review of the Leeds Initiative partnership arrangements and the associated planning and performance management arrangements in the city.</p>	17 - 38

Item No	Ward	Item Not Open		Page No
9			<p>SMALL COMPENSATION CLAIMS MADE AGAINST THE COUNCIL</p> <p>To receive a report of the Director of Resources providing data detailing the amount and type of small claims and the arrangements in place to reduce them.</p>	39 - 50
10			<p>WORK PROGRAMME</p> <p>To receive a report of the Director of Resources notifying and inviting comment from the Committee upon the work programme.</p>	51 - 56

Agenda Item 6

Corporate Governance and Audit Committee

Friday, 30th September, 2011

PRESENT: Councillor G Driver in the Chair
Councillors P Grahame, C Campbell,
G Kirkland, J Elliott, W Hyde, T Hanley and
C Fox

Co-optee

Apologies Councillors N Taggart, A Lowe,
G Hussain and Mr G Tollefson (Co-optee)

30 Appeals Against Refusal of Inspection of Documents

There were no appeals against the refusal of inspection of documents.

31 Exempt Information - Possible Exclusion of the Press and Public

There were no resolutions to exclude the public.

32 Late Items

There were no late items submitted to the agenda for consideration. However additional information was circulated with regards to Agenda Item 7. 'Approval of the Audited Statement of Accounts 2010/11' which amended KPMG's Report to those charged with governance 2010/11 (ISA 260 report).

33 Declaration of Interests

Councillor Driver declared a personal interest in Agenda Item 9 (Minute 39 refers) as a Board Member of Aire Valley Homes ALMO. Councillor Fox and Councillor Hanley declared an interest in Agenda Item 7 (Minute 37 refers) as trustees of the West Yorkshire Pension Fund.

34 Apologies for absence

Apologies for absence were received from Councillors: Taggart; Lowe; G Hussein and Mr Tollefson (Co-optee).

35 Minutes of the Previous Meeting

The minutes of the Corporate Governance and Audit Committee meeting held on the 18th July 2011 were approved as a correct record.

Draft minutes to be approved at the meeting
to be held on Wednesday, 9th November, 2011

36 Report on the Local Government Ombudsman's Annual Letter 2010/11

The Corporate Customer Relations Manager presented a report of the Chief Officer (Customer Services). The report discussed the Local Government Ombudsman's Annual Letter, highlighting the Council's performance with regards to Ombudsman cases received for the period April 2010 to March 2011.

Also in attendance were Anne Seex, the Local Government Ombudsman and Nigel Richardson, the Director of Children's Services.

The Local Government Ombudsman informed the Committee that Leeds was a commendable authority and is used as a model for other authorities.

RESOLVED – The Committee resolved to note the contents of the report and its appendices.

(Councillor Kirkland entered the meeting during discussion of this item at 2:07pm.)

37 Approval of the Audited Statement of Accounts 2010/11

The Chief Officer (Financial Management) presented a report for the Director of Resources. The report presented both KPMG's report to those charged with governance for 2010/11 (ISA 260 report) and the final audited Statement of Accounts for approval. The report also included an audit opinion on whether the Council has proper arrangements for securing value for money by making proper arrangements to secure economy, efficiency and effectiveness in its use of resource.

KPMG confirmed they have reviewed the Annual Governance Statement and confirmed it complies with *Delivering Good Governance in Local Government: A Framework* published by CIPFA/SOLACE in June 2007; and it is not misleading or inconsistent with other information we are aware of from our audit of the financial statements.

In attendance were Mike McDonough, Steve Clark and Alison Ormston from KPMG.

Members discussed the report in detail and asked questions in relation to figures contained within the accounts, how these had been arrived at and also compared them to the previous years accounts. Specifically Members queried the following with the officers in attendance and KPMG representatives:

- the large change in the balance of the HRA account compared to last year's figure;
- the treatment of PFI schemes in the accounts;
- the valuation of assets in the fixed asset register and how these are calculated;
- the inclusion of assets sold or transferred in the accounts; and

- whether KPMG were satisfied with the contingent liabilities stated in the accounts

Members also asked officers about the International Financial Reporting Standards, how much of these the Council was required to implement in preparing the accounts and what accounting framework the authority was using.

Members challenged KPMG with regards to the fee that they charged and asked for a detailed summary of how the fee was arrived at.

As a gesture of good will KPMG offered to reduce the fee by £5,500.

In approving the accounts, Members attention was drawn to KPMG's conclusions including; the unqualified audit opinion, that the Annual Governance Statement accords with KPMG's understanding, that all prior year recommendations have been dealt with, that a number of new recommendations have been agreed with the Council and that KPMG were complimentary about the standard and timeliness of working papers.

RESOLVED – The Committee resolved to:

- (a) note the amendment to the financial statements in relation to the figure used for the teachers holiday accrual;
- (b) approve the final audited 2010/11 Statement of Accounts and agreed that the Chair acknowledge the approval on behalf of the Committee by signing the appropriate section within the Statement of Responsibilities on page 1 of the accounts;
- (c) agree that the Chair should also sign the management representation letter on behalf of the Committee;
- (d) note the work to date on the VFM audit opinion and that KPMG have now concluded their VFM opinion that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resource;
- (e) note the rebate KPMG have given in respect of the audit fee; and
- (f) request a report detailing future developments in accounting standards that will effect the Council.

38 Risk Management Policy Revision

The Principal Risk Management Officer presented a report of the Director of Resources seeking the views of the Committee on a revised draft Risk Management Policy. The proposed amendment to the policy reflect a number of changes across the Council since the approval of the previous policy in 2008, including; links to the new city priority plans and Council business plan, outcome based accountabilities, the joint reporting of risk management and performance management information, a greater level of risk awareness and the publication of the corporate risk register. Roles and responsibilities under the proposed policy remain largely unchanged.

RESOLVED – The Committee resolved to receive and endorse the draft 2011 Risk Management Policy.

39 Internal Audit Report

The Head of Internal Audit presented a report of the Director of Resources which provided a summary of Internal Audit activity for the period April – September 2011.

Members discussed the report in detail specifically commenting on the extent to which Audit resources might be available to help schools in mitigating risks associated with the management of school funds.

RESOLVED – The Committee resolved to note the work undertaken by Internal Audit during the period covered by the report.

40 Annual Governance Statement

The Head of Governance Services presented a report of the Director of Resources seeking approval to the Annual Governance Statement. .

RESOLVED – The Committee resolved to:

- (a) approve the Annual Governance Statement; and
- (b) recommend that the Leader of Council, the Chair of the Committee, the Chief Executive and the Director of Resources sign the document on behalf of the Council.

41 Bribery Act

The Principal Audit Manager presented a report of the Director of Resources which informed the Committee of the contents of the Bribery Act and its implications for the Council. The report also sought support for the approval and communication of the Anti - Bribery Policy.

RESOLVED – The Committee resolved to note the contents of the report.

42 Work Programme

The Director of Resources submitted a report notifying Members of the work programme.

The Committee reviewed its forthcoming work programme.

RESOLVED – The Committee resolved to note the work programme.



Report author Rob Norreys and
Kathy Kudelnitzky: Tel:78915
Tel 77911

Report of the Assistant Chief Executive (Customer Access and Performance)

Report to Corporate Governance and Audit Committee

Date: 9 November 2011

Subject: Leeds City Region: Local Enterprise Partnership Governance

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The Leeds City Region Partnership has been in existence since 2004 and formally constituted as a Joint Committee in 2007.
2. The Local Enterprise Partnership Board (LEP) was established in February 2011 and has been meeting since April 2011.
3. Following legal counsel advice, it was agreed that the LEP should have an advisory role but the formally constituted Joint Committee should remain as the decision making body for the Leeds City Region Partnership.
4. Leeds City Council is the “support authority” for the Leeds City Region Partnership and is responsible for making sure that it operates in accordance with its agreed procedures and protocols.

5. Should the LEP status change to become legally incorporated, it would be necessary to re-visit the current governance arrangements. However, at this stage, legal incorporation is not proposed.
6. Given the dynamic and fast moving nature of the work associated with the Leeds City Region Partnership, it is accepted that a review of how its governance arrangements are managed may be advisable to make sure that they remain fit for purpose.

Recommendations

Members of the Corporate Governance and Audit Committee are asked to:

1. Note the contents of the report, particularly the relationship between the City Region Joint Committee and the LEP Board.
2. Ask for further reports once the future legal status of the LEP has been determined.
3. Give further consideration as to how governance arrangements are managed

1 Purpose of this report

- 1.1 To set out the current governance arrangements for the Leeds City Region Partnership, in particular, the current relationship between the formally constituted Joint Committee and the recently established Local Enterprise Partnership (LEP) Board
- 1.2 To give further consideration to the current arrangements for managing the governance of the Leeds City Region Partnership

2 Background information

- 2.1 The eleven local authorities that cover the geography of the Leeds City Region began formally working together in 2004. At this time the Leeds City Region Partnership was bound together through a voluntary concordat. This was formalised in 2007 with the creation of a Joint Committee of the eleven local authorities and an associated agreement. Leeds City Council is the designated “support authority”.
- 2.2 In 2009, the partnership was awarded Forerunner status by the previous Government, which brought with it some devolved responsibilities, particularly in relation to decision-making on housing investment.
- 2.3 In 2010 the partnership was invited by the Coalition Government to submit a bid to become a Local Enterprise Partnership (LEP), following the announcement that the English Regional Development Agencies were to be abolished.
- 2.4 In September 2010, the partnership received confirmation that its bid had been successful and work began to advertise for and recruit private sector board members. This process was completed in February 2011 and a total of nine private sector representatives were appointed to join eight of the eleven leaders on the LEP Board.
- 2.5 The LEP has been meeting every four weeks since April and recently launched its Strategic Economic Plan, which sets a number of economic objectives and targets.

2.6 Main issues

- 2.7 The Leeds City Region Leaders Board is a legally constituted Joint Committee under sections 101 and 102 of the Local Government Act of 1972. Each of the eleven constituent local authorities empowers this board “to discharge on their behalf the power to promote and improve the economic well being of the Leeds City Region, including functions as determined by the constituent local authorities”.
- 2.8 To date, the government has indicated that it will not be passing primary legislation for the formal constitution of LEPs. As such, LEPs will not be statutory bodies, and therefore will be limited in their ability to take decisions.
- 2.9 As the support authority, Leeds City Council took legal counsel advice about the status of LEPs in order to inform the development of an appropriate governance framework in advance of the LEP Board being formally established.

- 2.10 This advice concluded, “that it does not appear to be possible to establish a LEP having powers to take decisions in the exercise of the functions of the local authorities and of the Integrated Transport Authority in the Leeds City Region within the powers as they now exist of those bodies. The most that may be achieved ...would be to create an advisory committee”.
- 2.11 The Joint Committee, therefore, agreed that initially the LEP Board should be accountable to it and determined that the board be required to prepare a Strategic Economic Plan, which would be recommended to it for approval. It was further agreed that the LEP Board would be expected to work flexibly with the Joint Committee to commission activity against the agreed plan and report back at the end of the year against the outcomes set out in the plan. This is shown diagrammatically in Appendix 1.
- 2.12 Until such time that the legal status for the LEP should change, these arrangements will remain in place to provide governance to the partnership.
- 2.13 As the support authority, Leeds City Council provides the secretariat and other support functions to the Leeds City Region Partnership. The secretariat comprises 14 staff, the core team consists of 8 Leeds City Council employees, with a further 6 officers seconded from other local authorities or regional bodies on a flexible basis to undertake specialist roles or deal with peaks in the workload . Other functions are also provided by the council as set out in the Joint Committee Agreement which can be found at Appendix 2 of this report.
- 2.14 Acting in the role of support authority, the council’s governance arrangements have been adopted where this has been deemed to be appropriate to complement those set out within the Leeds City Region Joint Committee Agreement, procedures and protocols.
- 2.15 Appendix 3 sets out the outcomes of the self-review of governance arrangements overseen by the council’s Corporate Governance Team in September 2010. This exercise, whilst indicating compliance with the Partnership, did highlight some areas where further work was required. In particular, the led to the creation of a Risk Register for the Leeds City Region, which has been developed with eth Leeds City Council Risk Management Team.
- 2.16 As the activities of the Leeds City Region Partnership grow increasingly, the Corporate Governance and Audit Committee clearly needs to satisfy itself that all governance arrangements are flexible yet robust and comply with agreed procedures and protocols. With ever-increasing demands being placed on the secretariat team located within the council’s Regional Policy function (PPI), it is suggested that a review of how the management of governance for the city region be executed in future.

3.0 Corporate Considerations

3.1 Consultation and Engagement

3.2 The Leeds City Region Partnership has consulted on its governance arrangements and on the outcomes and targets set out within the Strategic Economic Plan through its constituent local authorities, governance structures, advisory panels, and with other public, private and third sector organisations through a Summit held in September 2011 hosting over 700 delegates. The output from such consultation activities will inform the action plans to be developed in order to achieve the outcomes and targets set out within the Strategic Economic Plan.

3.2 Council Policies and City Priorities

3.3 While the Leeds City Region Strategic Economic Plan promotes the delivery of joint activity at a sub-regional spatial level, its intent is also to contribute towards the city's priorities set out within the Vision for Leeds 2011 to 2030 and the City Priority Plan 2011 to 2015 and their collective contributions to achieving the ambition to become "the best city in the UK". It is acknowledged that more work needs to be done to make explicit the connection between city-wide and city region plans and partnerships.

3.4 Resources and Value for Money

3.5 The Leeds City Region budget comprises contributions from all eleven constituent local authorities together with various external Central Government Funding Streams bringing its total activity budget to around £1.4 million.

3.6 As well as providing office space for the secretariat function as the support authority, Leeds City Council also contributes £200,000 to the overall budget.

3.7 Legal Implications, Access to Information and Call In

3.2 All Joint Committee papers are made available to the public a week in advance of the meeting via the Leeds City Region Website, www.leedscityregion.gov.uk. Joint Committee meetings are held in public and provision is made for the public and press to attend meetings.

3.9 All Leeds City Council Members are alerted by Governance services when the Joint Committee papers are available.

3.10 Risk Management

3.11A comprehensive risk register has been created (2.15) and is regularly monitored during secretariat team meetings and has been reported to the Joint Committee.

4 Conclusions

4.1 The Leeds City Region Partnership continues to evolve as it responds to the national policy environment. It is governed by a formally constituted Joint Committee comprising the leaders of its eleven constituent local authorities. The partnership has recently been approved by government to establish a Local Enterprise Partnership (LEP) to bring forward a private sector-led dimension into the work of the partnership. A LEP Board was established in February 2011 comprising nine private sector representatives and eight local authority leaders. The status of the LEP Board relative to that of the Joint Committee is that of an “advisory” panel, the formally constituted Joint Committee remaining as the accountable body

4.2 Leeds City Council acts as the support authority to the partnership providing secretariat and other functions. In part, these arrangements seek to make sure that appropriate, flexible yet robust governance arrangements are in place in accordance with the council’s own procedures and protocols as well as those developed by the Joint Committee. So as to satisfy itself that governance management arrangements remain fit for purpose given the fast-changing nature of the city region agenda, the committee may wish to consider a review of such arrangements. Recommendations

5.1 Members of the Corporate Governance and Audit Committee are asked to:

- Note the contents of the report, particularly the relationship between the City Region Joint Committee and the LEP Board.
- Ask for further report once the future legal status of the LEP has been determined.
- Give further consideration as to how governance arrangements are managed.

5.0 Background documents

Background Documents Used

Leeds City Region Leaders Board, Joint Committee Agreement April 2007

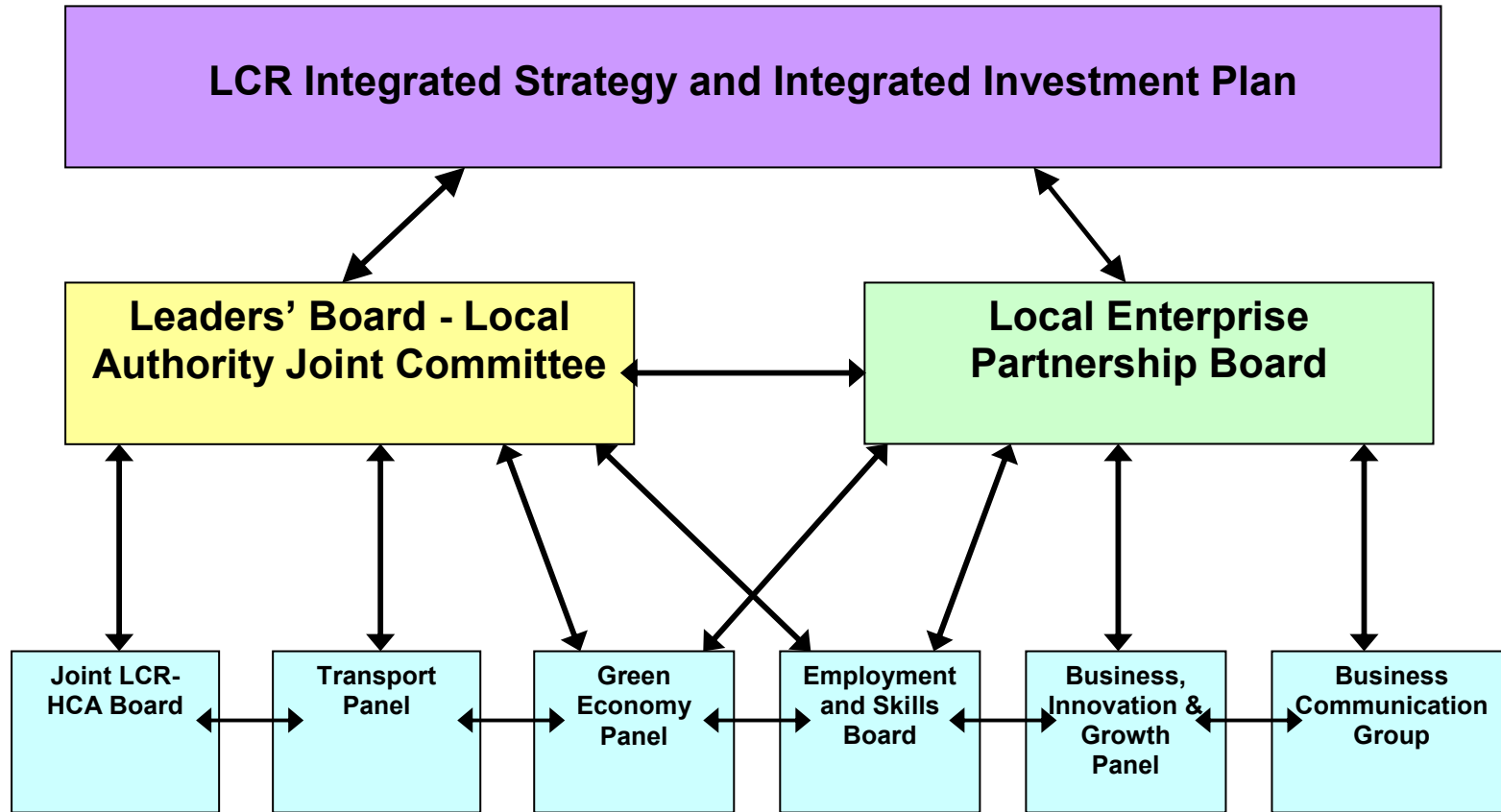
Leeds City Region Leaders Board, Procedures and Protocols (2011/12), June 2011

Leeds City Region Local Enterprise Partnership Plan (draft), September 2011

Leeds City Council, Governance Checklist for Significant Partnerships, April 2010

Leeds City Council, Advisory Note for Directors: Partnership Governance, April 2011

Appendix 1



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Appendix 2

Leeds City Region Joint Committee Agreement (2007)

The Joint Committee Agreement states:

“In exercise of their powers under Sections 101 and 102 of the Local Government Act 1972, Part II of the Local Government Act 2000 and all other powers enabling them in that behalf, the Councils shall participate in a joint committee to be known as “The Leeds City Region Leaders’ Board” (hereinafter referred to as “the Board”) which shall be constituted and which shall conduct its business in accordance with the Procedure Rules / Regulations approved by the Support Services Authority as provided for in clause 4 and accepted by the Board”. The agreement is attached as Appendix 2 for information.

“The Support Services Authority” is one of the eleven Councils chosen by the Board to provide support services to the Board and this is currently Leeds City Council.

Leeds City Council was responsible for the development of a set of “Procedure Rules” for the Board and is also responsible for reviewing these on an annual basis and agreeing amendments at the Board’s Annual General Meeting. The Procedure Rules are attached at Appendix 3 for information.

The Procedure Rules identify a number of officer roles provided by the Support Authority. These are:

- Chief Officer – held by the Chief Executive of Leeds City Council, Tom Riordan
- Monitoring Officer – held by the City Solicitor of Leeds City Council, Bob Pritchard
- Chief Financial Services – held by the Director of Resources of Leeds City Council, Alan Gay
- Chief Procurement Officer – held by the Chief Procurement Officer of Leeds City Council, Wayne Baxter
- City Region Secretariat – held by the Head of Regional Policy , Rob Norreys

The Procedure Rules set out the Leaders Board Governance arrangements, including Access to Information Procedure Rules; Contracts Procedure Rules an Financial Procedure Rules; and Terms of Reference. For 2011/2012 the relationship with the local enterprise partnership is set out within the Terms of Reference of the Leaders’ Board.

Appendix 3

Governance checklist for Significant Partnerships

The Leeds City Region is included on the City Council Register of Significant Partnerships and was reviewed by Corporate Governance in September 2010.

The following table is the feedback received on this review.

Requirement	Leeds City Region						
	Complies?			Evidence / explanation given?	Action identified?	No answer	
	Y	N	N/A				
Identified to whom it is accountable	1	0	0	1	0	0	0
Governing document	1	0	0	1	0	0	0
Risk management framework	1	0	0	1	0	0	0
Project and programmes management system	1	0	0	1	0	0	0
Internal control and assurance framework	1	0	0	1	0	0	0
Agreed objectives and regularly review Strategic or business plan	1	0	0	1	0	0	0
Performance management framework	1	0	0	1	0	0	0
Financial performance framework	1	0	0	1	0	0	0
Financial procedures	1	0	0	1	0	0	0
Commissioning strategy	1	0	0	1	0	0	0
Procurement strategy and procurement procedures	1	0	0	1	0	0	0
Annual review of value for money which covers: its performance; and its financial position and performance	1	0	0	1	0	0	0
Code of conduct	1	0	0	1	0	0	0
Procedures for dealing with conflicts of interest	1	0	0	1	0	0	0
Agreed how it will resolve disputes	1	0	0	1	0	0	0
Counter fraud and corruption policy	1	0	0	1	0	0	0
Whistle-blowing policy	1	0	0	1	0	0	0
Agreed how it will develop, implement and review key policies	1	0	0	1	0	0	0
Decisions on the basis of timely, accurate, clear and relevant advice and information	1	0	0	1	0	0	0
Equality, Diversity and Community Cohesion Impact Assessment	1	0	0	1	0	0	0
Access to information rules	1	0	0	1	0	0	0
Arrangements for keeping documents	1	0	0	1	0	0	0
Protocol for sharing information	1	0	0	1	0	0	0
Allow the Council's internal auditors access to documents on request	1	0	0	1	0	0	0
Accounts externally audited	1	0	0	1	0	0	0
Co-operate with any relevant Scrutiny Board inquiry	1	0	0	1	0	0	0

Appropriate support and training for representatives	1	0	0	1	0	0
Practice the principles set out in the Compact for Leeds	0	0	1	0	0	0
Stakeholder involvement strategy	1	0	0	1	0	0
Complaints procedure	1	0	0	1	0	0
	30	0	1	30	0	0
	96.77%	0.00%	3.23%	96.77%	0.00%	0.00%
Source: LCC Governance Services						

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Report author:
Tel: Martin Dean 2478931

Report of Assistant Chief Executive (Customer access and Performance)

Report to Corporate Governance and Audit Committee

Date: 9 November 2011

Subject: Leeds Initiative Governance

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes x No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes x No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes X No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes x No

Summary of main issues

1. To note progress with the Leeds Initiative arrangements governance arrangements.

Recommendations

2. Members are asked to comment on these arrangements.

1 Purpose of this report

- 1.1 To update members on progress with the review of the Leeds Initiative partnership arrangements and the associated planning and performance management arrangements in the city, as resolved at the meeting held on 18th April 2011

2.0 Background Information

- 2.1 Following the partnership review approved by Executive Board at its meeting in December 2010, work has been undertaken to assemble a new Leeds Initiative Board, and five supporting Strategic Partnership Boards:

- Children's Trust Board;
- Housing and Regeneration Board;

- Health and Wellbeing Board;
- Safer Stronger Communities Board; and
- Sustainable Economy and Culture Board.

2.1 Prior to the adoption of this structure by Executive Board there was extensive consultation with partners, scrutiny boards

2.2 Alongside the work to complete the Vision for Leeds 2030, the City Priority Plans and the supporting performance management framework, these boards have been convened and have held their first meetings.

3.0 Main Issues

Terms of Reference

3.1 The new Leeds Initiative board met for the first time on 15th June 2011. At that meeting it adopted Terms of reference for itself and the five strategic partnership boards.

3.2 Each of the boards have now met and adopted the standard terms of reference with membership updated to reflect nominations and representations. The exception is the Health and Wellbeing board where its statutory status will require further work.

3.3 Members will note that the terms of reference are clear that no organisation within the partnership is surrendering their own power, sovereignty, or or controls over their own decision making. Rather the partnership boards are the place for organisations to voluntarily agree and to create and deliver action plans, in particular focusing on the City Priority Plan priorities agreed by the council and the partnership.

3.4 Attached at appendix 1 are the agreed terms of reference.

3.5 Attached at appendix 2 are the draft terms of reference for the Shadow Health and Wellbeing Board. It is proposed these are considered further by the full board at its inaugural meeting due to be held after April 2012.

Sub Boards

3.6 A further paper on the governance of sub boards supporting the work of the five strategic partnership boards is due for consideration at the November meeting of the executive board. The outcome will be reported to the meeting verbally..

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Each board has been consulted about the shape of these arrangements, together with appropriate stakeholders.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The terms of reference of all Leeds Initiative boards confirm the requirement to have due regard to equality and diversity.

4.3 Council Policies and City Priorities

4.3.1 The Leeds Initiative partnerships have a key role in the delivery of the City Priorities, and therefore it is appropriate to ensure they are fit for purpose.

4.3.2 The work of members and officers in developing and delivering those priorities are reviewed through the scrutiny process.

4.4 Resources and Value for Money

4.4.1 There are no resource implications associated with this report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 None.

4.6 Risk Management

4.6.1 These proposals support transparent and open governance and ensure effective partnership arrangements.

5.0 Conclusions

5.1 These arrangements are fit for purpose and provide effective partnership governance.

6.0 Recommendations

6.1 Members are asked to comment on these arrangements.

Leeds Initiative Board

Terms of reference

Purpose

The purpose of the Leeds Initiative Board is to provide strong and effective leadership and to support effective partnership work across all aspects of the development of Leeds. In particular, its key objectives are to join up delivery between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The board will be responsible for leading the long-term strategy for the city, including the Vision for Leeds, and for the co-ordination of the priorities in the city priority plan. The Board will have a particular remit for joining up strategy to deliver action in the interests of local people.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This board provides a focus for the agreement of shared action to make sure that partnership work improves outcomes. To meet this objective, this board will provide strategic leadership to the work of the five strategic partnership boards, which will be accountable with it for the delivery of the city priority plan.

Roles

The chair will be the leader of Leeds City Council.

Executive accountability will be with the chief executive, Leeds City Council.

Servicing will be the responsibility of the Leeds Initiative Office.

Responsibilities

The Leeds Initiative Board will:

- § provide strong leadership for the city, take forward the Vision for Leeds and the delivery of the Leeds city priority plan;
- § lead and hold to account the five strategic partnership boards for the objectives and outcomes in the city priority plans;
- § lead on the delivery of cross-cutting themes, which are of city-wide importance, and make sure linkages across the strategic partnership boards' areas of work are made;
- § support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds;

- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate; and
- § influence local, regional and national government policy initiatives.

Linkages

This Leeds Initiative Board is the prime body of the partnership leading the five strategic partnership boards. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships that will be identified as part of the Leeds Initiative arrangements.

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership

1. LCC Democratic / Executive Board - Leader Leeds City Council (Chair)
2. LCC Democratic Deputy Leader LCC and Leaders of the main opposition parties, Leeds City Council (Conservative and Liberal Democrat)
3. LCC Senior officer Chief Executive Leeds City Council
4. Key Public Sector Body Chief Executive NHS Leeds
5. Key Public Sector Body Senior West Yorkshire Police officer
6. Key Public Sector Body Vice Chancellor University of Leeds
7. Key Public Sector Body Vice Chancellor Leeds Metropolitan University
8. Key Public Sector Body Chief Executive Leeds City College (Representing FE)
9. Representative Sector Third Sector -Third Sector Leeds (Deputy Chair)
10. Representative Sector Third Sector - Other
11. Representative Sector Private Sector - Leeds Chamber of Commerce (Deputy Chair)
12. Representative Sector Private Sector - Other

Officers in attendance

Directors from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public, but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A work programme and forward plan of meetings will also be published on the Leeds Initiative website.

Children's Trust Board - Leeds Initiative Terms of Reference

Purpose

The Children's Trust Board aims to improve children's wellbeing. This is underpinned by the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and articulated locally and nationally through the five Every Child Matters positive outcomes:

- § Be healthy
- § Stay safe
- § Enjoy and achieve
- § Make a positive contribution
- § Achieve economic wellbeing

The purpose of the Children's Trust Board is to provide strong and effective leadership, to support effective partnership work, and take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The board will lead the long-term strategy for the city for children and young people and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Children's Trust Board is accountable for its work to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective, this board will performance manage the delivery of the city priority plan.

Roles

The chair will be the executive member for children's services, Leeds City Council.

Executive accountability will be with the director of children's services, Leeds City Council.

Servicing will be the responsibility of Children's Services directorate and Leeds Initiative office.

Responsibilities

The Children's Trust Board will:

- § lead the delivery of these themes in the Vision for Leeds and the city priority plan;
- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;

- § publish and monitor a jointly owned Children and Young People’s Plan to improve the wellbeing of children in the city;
- § provide a framework within which partners may agree to commission services together, with pooled or aligned budgets;
- § act as an advocate for the contribution, which these themes make to public policy and partnership working in the city, and support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas;
- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city, and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and
- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § Safer and Stronger Communities Board and Health and Wellbeing Board, as their work impacts on children;
- § children’s learning 0-11;
- § children’s learning 11-19 (25); and
- § statutory safeguarding arrangements.

It will also be closely link with the locality work, which will be led directly by the Leeds Initiative Board.

Others are wider networks or groups, whose interests it will reflect, for example:

- § City Centre Leeds
- § Sport Leeds
- § Active Leeds
- § Leeds Gold

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions

Membership

13. LCC Democratic Executive Member for Children Leeds City Council (Chair)
14. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
15. LCC Senior Officer Director Children Services
16. Key Public Sector Body NHS Leeds and other local health organisations
17. Key Public Sector Body Youth Offending Service
18. Key Public Sector Body West Yorkshire Police
19. Key Public Sector Body West Yorkshire Probation
20. Key Public Sector Body Schools –three representatives
21. Key Public Sector Body Further Education Colleges
22. Key Public Sector Body Jobcentre Plus
23. Third sector
24. Sure Start Children’s Centres
25. Lead GP
26. Environment and Neighbourhoods representative, Leeds City Council
27. Specialist Inclusive Learning Centres
28. Academy representative
29. Independent Chair of the Leeds Safeguarding Children Board

The membership of this group includes partners in Leeds, which contribute to the achievement of the Vision and objectives for this theme in the city priority plan.

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

Housing and Regeneration Board – Leeds Initiative Terms of Reference

Purpose

The Housing and Regeneration Board will agree the strategic direction for programmes and the priority projects delivering the regeneration strategy for the city. All regeneration programmes will receive direction from and report to the Housing and Regeneration Board.

The purpose of the Housing and Regeneration Board is to provide strong and effective leadership and to support effective partnership work on the issues of regeneration, housing growth, affordable and social housing, and take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The board will lead the long-term strategy for the city in housing and regeneration, housing growth, affordable and social housing and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Housing and Regeneration Board is accountable to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective, this board will performance manage the delivery of the city priority plan.

Roles

The chair will be the Executive Member for Neighbourhood and Housing, Leeds City Council.

Executive accountability will be with the Director of Neighbourhoods and Housing, Leeds City Council.

Servicing will be the responsibility of the Neighbourhood and Housing Directorate and Leeds Initiative office.

Responsibilities

The Housing and Regeneration Board will:

- § lead the delivery of these themes in the Vision for Leeds and the city priority plan;
- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;
- § take a proactive approach to facilitate and reach agreement on managing housing growth for the city, attracting investment and promoting housing growth and housing management;

- § reach agreement on the strategy and policy for regeneration in Leeds and direct and monitor performance of regeneration programmes across the city;
- § act as an advocate for the contribution these issues make to public policy and partnership working in the city and support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas;
- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and
- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § area-based regeneration programmes (east, west, south regeneration); and
- § the Housing Partnership;

It will also closely link with the locality work, which will be led directly by the Leeds Initiative Board.

Others are wider networks or groups whose interests it will reflect, for example:

- § Construction Leeds
- § Property Forum
- § Quality Spaces and Places Group

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership

1. LCC Democratic Executive Member for Neighbourhood, Housing and Regeneration, Leeds City Council (Chair)

2. LCC Democratic Executive Member for Development and Economy, Leeds City Council
3. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
4. LCC Senior Officer Director Neighbourhoods and Environment
5. LCC Senior Officer Director City Development
6. Area based Regeneration and Housing Programme board
7. Key Public Sector Body Registered Social Housing Provider
8. Key Public Sector Body Arms Length Management Company
9. Key Public Sector Body Homes and Communities Agency
10. Representative Sector Third Sector – Third Sector Leeds
11. Representative Sector Third Sector – Housing Forum
12. Representative Sector Private Sector Private Sector Landlords representative
13. Representative Sector Private Sector Leeds Chamber of Commerce
14. Representative Sector Private Sector Leeds Chamber of Commerce Property Forum

This board will have a co-chair, not yet specified. The membership of this group includes partners in Leeds, which contribute to the achievement of the Vision and objectives for this theme in the city priority plan.

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

Safer and Stronger Communities Board - Leeds Initiative

Terms of Reference

Purpose

The purpose of the Safer and Stronger Communities Board is to provide strong and effective leadership, to support effective partnership work, and take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic Leadership

The board will lead the long-term strategy for the city for safer and stronger communities and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Safer and Stronger Communities Board is accountable to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action between partners and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective this board will performance manage the delivery of the city priority plan.

Roles

The chair will be a senior officer of West Yorkshire Police.

Executive accountability will be with the director of neighbourhoods and environment of Leeds City Council.

Servicing will be the responsibility of the neighbourhoods and environment directorate and Leeds Initiative office.

Responsibilities

The Safer and Stronger Communities Board will:

- § lead the delivery of these themes in the Vision for Leeds and the city priority plan;
- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;
- § provide a framework within which partners may agree to commission services together, with pooled or aligned budgets;
- § act as an advocate for the contribution, which these themes make to public policy and partnership working in the city, and support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas
- § tackle underperformance against the priorities and targets;

- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and
- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § Safer Leeds Partnership (executive)
- § Stronger Communities Partnership (harmonious)
- § Greener Cleaner City Partnership

It will also closely link with locality work, which will be led directly by the Leeds Initiative Board.

Others are wider networks or groups, whose interests it will reflect, for example:

- § BME Strategic Partnership
- § Migration Partnership
- § Third Sector Partnership
- § City for all ages network
- § Inter-faith activity

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership

1. LCC Democratic Executive Member Neighbourhoods, Housing and Regeneration (Chair)
2. Third Sector - faith sector (Deputy Chair)
3. West Yorkshire Police
4. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
5. Senior Officer – LCC Environment and Neighbourhoods Directorate
6. LCC Children’s Services
7. Leeds University/Leeds Met/FE College
8. West Yorkshire Probation Service
9. ALMO/BITMO
10. City Centre Business
11. Chairs or Co-chairs of working groups – Harmonious Communities
12. Chairs or Co-chairs of working groups – Safer Leeds
13. Chairs or Co-chairs of working groups – Cleaner Greener Partnership
14. Third Sector - community sector
15. Third Sector - community relations/ intelligence

The membership of this group includes partners in Leeds, which contribute to the achievement of the Vision and objectives for this theme in the city priority plan.

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public, but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

Sustainable Economy and Culture Board – Leeds Initiative

Terms of Reference

Purpose

The purpose of the Sustainable Economy and Culture Board is to provide strong and effective leadership and to support effective partnership work on the issues of sustainable economy, culture, transport and environment, and to take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The Board will lead the long term strategy for the city in sustainable economy, culture, transport and environment and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Sustainable Economy and Culture Board is accountable to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective this board will performance manage the delivery of the city priority plan.

Roles

The chair will be from the private sector.

Executive accountability will be with the director of city development.

Servicing will be the responsibility of City Development Directorate and the Leeds Initiative office.

Responsibilities

The Sustainable Economy and Culture Board will:

- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas;
- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and

- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § enterprise and Innovation
- § skills and employment
- § climate change
- § cultural partnership

Others are wider networks or groups, whose interests it will reflect, for example:

- § Leeds Arts
- § Sport Leeds
- § City Centre Leeds
- § Creative Leeds Key Agencies Task Force
- § Property Forum
- § Quality Places and Spaces Group
- § Leeds Civic Trust
- § CO2 Sense

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership (to be finalised)

1. Chair – President Leeds Chamber of Commerce
2. LCC Democratic Executive Member for Development and Economy Leeds City Council
3. LCC Democratic Executive Member for Leisure, Leeds City Council
4. LCC Democratic Executive Member for Environmental Services and Licensing
5. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
6. LCC Senior officer, Director City Development
7. Key Public Sector Body University of Leeds

8. Key Public Sector Body Leeds Met University
9. Key Public Sector Body Leeds City College
10. Key Public Sector Body Metro
11. Representative Sector Third Sector Leeds
12. Representative Sector Private Sector
13. Representative Sector Cultural / Sport
14. Representative Sector Tourism /attraction
15. Representative Sector Environment partners
16. Representative membership body Civic Trust

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, Marketing Leeds and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A work programme and forward plan of meetings will be published on the Leeds Initiative website.

Shadow Health and Wellbeing Board Interim Terms of Reference

1. Purpose

The purpose of the shadow Health and Wellbeing Board is to improve health and care services, and the health and wellbeing of local people. It will provide strong leadership and support effective partnership work on delivering the aspirations of the Vision for Leeds. In particular, its key objective is to join up activities to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act. It will support the vision and outcomes below.

Leeds will be a healthy and caring city for all ages where:

- § people live longer and have healthier lives;
- § people are supported by high quality services to live full, active and independent lives; and
- § inequalities in health are reduced, for example, people will not have poorer health because of where they live, what group they belong to or how much money they have.

The Board will lead the long term strategy for the city in health and wellbeing and co-ordinate the partnership actions to achieve the priorities in the City Priority Plan and, from 2012, the new Joint Health and Wellbeing Strategy.

2. Governance arrangements

This Health and Wellbeing Board will report on its work to the Leeds Initiative Board which will provide strategic direction. The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. It provides a focus for the agreement of shared action, and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective this Board will performance manage the delivery of the City Priority Plan.

The Health and Wellbeing Board will act as an advisory body to Leeds City Council's Cabinet, NHS Cluster Board and the Clinical Commissioning Groups in the context of the relevant section of the Health and Social Care Bill. The Health and Wellbeing Board will take on statutory responsibilities from April 2013 and will then operate as an executive body of Leeds City Council. It will be subject to oversight and scrutiny by the existing statutory structure for overview and scrutiny of the local authority. The terms of reference and constitution will be reviewed during this interim period.

3. Roles

The chair shall be the Leader of Leeds City Council.

A 'Memorandum of Understanding' will be developed to provide the framework for identifying roles, responsibility, authority and accountability. It will enable the Board to develop mechanisms for policies, strategies, dispute resolution, etc.

Senior leadership will be provided by the Director of Adult Social Services, the Director of Public Health and the Director of Children's Services of Leeds City Council and will be supported by a senior officer executive group. Support functions will be the responsibility of Adult Social Care directorate and Leeds Initiative office.

4. Responsibilities

The main responsibilities of the Board will be to:

- Identify needs and priorities across Leeds and refresh and publish the joint strategic needs assessment;
- Develop and publish a joint health and wellbeing strategy to provide a framework for commissioners' plans on health care, social care, public health and children's health services and to advise and influence partner organisations;
- Have oversight of the use of public sector resources across the relevant services with a focus on integration across the outcomes spanning health care, social care and public health
- Promote joint commissioning of services between health, social care and public health with pooled or aligned budgets;
- Maximise opportunities for integrating health and social care around the needs of individuals and promoting the joining up with wider local authority services that impact on health and wellbeing such as housing, education and planning;
- Promote integration and partnership working to deliver service changes and priorities;
- Communicate with and involve local people through its work in assessing local needs and developing a joint health and wellbeing strategy and support how they can exercise choice and control over their personal health and wellbeing;
- Raise awareness of and tackle health inequalities across all the partnership structures;
- Contribute to the work of the NHS Commissioning Board;
- Influence local, regional and national government policy initiatives linked to health and wellbeing.

5. Linkages

This Board is one of five strategic partnership boards reporting to Leeds Initiative Board (Children's Trust, Sustainable Economy and Culture, Housing and Regeneration, Safer and Stronger Communities). Together these bodies are responsible for the Vision for Leeds and the City Priority Plans. The Health and Wellbeing Board will link with the agendas of other partnership boards on cross-cutting issues, particularly health inequalities.

It also will have links to a wider network of partnerships some of which it will commission to deliver areas of its agenda:

- Three Area Health and Wellbeing Partnerships
- Health and Social Care Service Transformation Board
- Health Improvement Board
- Healthy Leeds Network (provider forum)
- Children and Adult Safeguarding Partnership Boards
- Learning Disabilities Partnership Board
- Joint Information Group
- Strategic Involvement Group
- Third Sector Leeds Network

Through the three area partnerships, it will link to the locality working developments by Area Leadership Teams which will be led directly by the Leeds Initiative Board.

The Health and Wellbeing Board will also have access to expertise on specific conditions and pathways of care through the proposed clinical networks and senates which be established under the remit of the NHS Commissioning Board.

6. Core Membership

1. Leader, Leeds City Council (Chair)
2. Executive Member for Adult Health and Social Care, Leeds City Council
3. Executive Member for Children's Services, Leeds City Council
4. Leaders (or their nominee) of main opposition parties (Conservative and Liberal Democrat) Leeds City Council
5. Clinical Commissioning Groups (Accountable Officer for each)
8. NHS Commissioning Board (NHS Leeds as interim)
9. Director of Public Health, NHS Leeds/Leeds City Council
10. HealthWatch - Public and service users and carers (LINK as interim)
11. Third Sector Leeds

The above list is the core membership and reflects the expected statutory provisions and the main funding partners. Other partners in Leeds who contribute to the achievement of the Vision and objectives for this theme in the City Priority Plans will be involved through the delivery partnerships at city wide or local level or through the establishment of other

groups to support the work of the Board comprising a range of stakeholders, including providers.

7. Officers in Attendance

Director of Adult Social Services, Leeds City Council

Director of Children's Services, Leeds City Council

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the Board at the discretion of the Chair. Their role will include to advise the group, prepare agendas, minutes, reports and briefings for the Board, and follow up actions arising from discussions and decisions made by the Board.

8. Equality, Communication and Engagement

The Board shall have due regard to equality in all its activities, and shall take steps to demonstrate it has consulted with communities appropriately in all its decisions

The Board and its related groups will communicate and engage with local people in how they can achieve healthy lifestyles and be supported to exercise choice and control over their personal health and wellbeing. The Board will:

- Develop and implement a communications and engagement plan for the work of the Board, including how the work of the Board will be influenced by stakeholders and the public, including seldom heard groups, and how the Board will discharge the specific duties with respect to consultation on service changes;
- Represent Leeds in relation to health and wellbeing issues at local, sub-regional, regional, national and international level;
- Debate issues of mutual interest and concern, including cross-cutting issues, share examples of good practice and taking key decisions as necessary.

9. Meetings

The Board will meet four times a year with additional workshops as required.

The quorum for the meeting shall be a quarter of the membership including at least one elected member from Leeds City Council and one representative from the Clinical Commissioning Groups.

Meetings of the shadow board are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

N.B. These terms of reference will be subject to ongoing review during the passage of legislation to further clarify the role and purpose of the board.

Report of **The Director of Resources**

Report to **The Corporate Governance and Audit Committee**

Date: **9 November 2011**

Subject: **Small compensation claims made against the council**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of Main Issues

1. Most compensation claims made by members of the public against Leeds City Council are relatively small in value. However due to the large number of small claims they still represent a substantial cost to the Council.
2. The majority of small claims received are highways public liability claims, other Council services receive relatively few small claims.
3. A system of monitoring is in place for all claims against the Council which includes regular reporting to managers who can then consider what action is necessary to prevent further occurrences.

Recommendations

4. That the Corporate Governance and Audit Committee consider the information contained in this report and note that processes are in place which enable the services to monitor claims and make improvements in their procedures and practices to seek to prevent claims in future.

1. Purpose of this report

- 1.1 The purpose of the report is to provide information detailing the amount and type of small claims received by the Council and to illustrate the monitoring processes which have been put in place in order to enable services to take action, where possible, to reduce the numbers of small claims made against their service.

2. Background information

- 2.1 At the February 2011 meeting of the Corporate Governance and Audit Committee, information was presented relating to current significant insurance claims against the Council. At that meeting, Members requested that a further report be provided detailing the numbers of small compensation claims made against the Council.

3. Main Issues

- 3.1 Table 1 below shows small compensation claims paid in each of the last five years which had a value up to £2500 (excluding claims settled at nil).
- 3.2 The average value of these claims overall is £391. However, due to the numbers of small claims, the annual cost is around £150,000 to £200,000 each year. It should be noted that some claims in the 2010/11 year are still to resolve and are not included in the figures.

Table 1 - Public Liability Small Claims - £1 to £2,500 (as at October 2011)

Year	No. of Claims	Total Paid	Average per Claim
2006/07	407	£195,134	£479
2007/08	482	£203,211	£422
2008/09	311	£135,388	£435
2009/10	413	£152,999	£370
2010/11	287	£55,668	£194
	1,900	£742,400	£391

3.3 Table 2 below shows the same claims allocated to the council service against which the claims were made.

Table 2 - Public Liability Small Claims - £1 to £2,500 (as at Oct 2011)

(1st April 2006 to 31st March 2011)

By Directorate	No. of Claims	Total Paid	Average per Claim
Adult Social Care	22	£5,293	£241
City Development	4	£120	£30
Corporate Services	20	£7,848	£392
Highways	1,214	£442,121	£364
Childrens Services	48	£23,577	£491
Env and Neighbourhoods	161	£74,164	£461
Aire Valley Homes	81	£35,499	£438
ENE Homes	116	£46,319	£399
WNW Homes	140	£57,012	£407
Previous ALMOs	94	£50,047	£532
	1,900	£742,000	£391

3.4 It is clear that the vast majority of small claims are made against our Highways service and this is what would be expected with any local authority which has a highways responsibility.

3.5 During the period covered by the above tables, i.e. 1st April 2006 to 31st March 2011, a total of 6,725 public liability compensation claims which fall into the £1 to £2,500 value range were dealt with and successfully defended by Leeds City Council, with no damages paid to the claimants.

3.6 In relation to small compensation claims, there is an annual cost to the council of around £150k/£200k. Most of these claims are made against Highways although they are able to successfully defend approximately 78% of those claims.

3.7 Where claims have been paid, the Highways service need to look at the circumstances around each claim and consider whether its processes and procedures could be improved to prevent future claims.

- 3.8 Analysis of claims is carried out to ensure there is a good understanding of why claims have not been successfully defended and to seek to identify improvements to procedures to reduce claims in future. One example of this analysis work, carried out earlier this year is included at Appendix 1. It enables the Highways service to understand those situations where the council has been found legally liable to pay compensation and to consider what remedial actions may be taken. The data which supports this analysis is included at Appendix 2 and includes a summary and a detailed list of the claims which were paid during the period covered by the scope of the report (1st April 2008 to 31st March 2010).
- 3.8 In addition to specific projects which are carried out periodically, as per the example mentioned above, the corporate insurance team provides both quarterly and annual reports to the service Heads of Finance, of compensation claims made against specific council services. .

4. Corporate Considerations

4.1 Consultation and Engagement

There are no implications for consultation and engagement.

4.2. Equality and Diversity / Cohesion and Integration

There are no implications for equality, diversity, cohesion and integration.

4.3 Council Policies and City Priorities

- 4.3.1 Actions taken in defending claims is consistent with the Council value of Spending Money Wisely.

4.4 Resources and Value for Money

- 4.4.1 The cost to the Council of small claims is up to £200k per year. By identifying why claims cannot be defended and taking remedial action the Council can seek to reduce the cost of claims

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no legal or Access to information issues arising from this report. The report is subject to call in

4.6. Risk Management

4.6.1 The process of analysing the reasons for small claims and the taking of remedial action is a process of risk management. This is carried out by service managers in relation to their own services using information provided by the corporate insurance team .

5. Conclusions

5.1 Small claims successfully made against the Council cost £150k to £200k per year. It is clear that work should continue in monitoring small compensation claims along with all compensation claims so as to understand the causes of accidents which give rise to those claims and take all reasonable steps to prevent further accidents.

5.2 Information is regularly supplied by the council's corporate insurance team to all council services to enable consideration of circumstances leading to claims and to enable remedial action to be taken.

6 Recommendations

6.1 It is recommended that Corporate Governance and Audit Committee consider the information contained in this report and note that processes are in place which enable the services to monitor claims and make improvements in their procedures and practices to seek to prevent claims in future.

7. Background documents

There are no background documents.

Appendix 1

An Analysis of Successful Claims Made Against Highways.

1. Background

- 1.1. Section 41 of the Highways Act 1980 places a duty on the local Highways Authority to maintain the Highways in a condition that is safe for users. The duty to maintain includes making repairs to defects in the carriageway or pavement.
- 1.2. However section 58 of the same Act provides a special defence against a claim for damages, due to a breach of this duty. This defence applies if the Highways Authority can show that it has taken all reasonable care to maintain the highway in a condition that is safe for users. To do this an Highways Authority must successfully operate a consistent, documented and regular inspection and maintenance scheme. Periods of time between inspections, and the time taken to remedy a defect once it has been detected, must, in all the circumstances, be reasonable.
- 1.3. It has been requested that successful claims made against Leeds City Council's Highways Department be reviewed, to see if there are any patterns to be identified as to why the s58 defence cannot be used to refute liability in these cases.
- 1.4. It was found, after reviewing individual cases in the calendar years 2008, 2009 and 2010, that the reasons provided by Zurich Municipal, the insurers, were either not present for sufficient cases, or were too broad and vague for the above purpose. It was therefore necessary to review cases in detail, and use the documentation supplied by Highways, on the LACHS (claims database) system. Judgement then had to be used to decide what was the reason that a s58 defence could not have been used in each case.
- 1.5. Detailed reports from Highways appear only to have been placed on the LACHS system from mid-2008 onwards, and so these reviews were restricted to cases after this time. The cases were selected randomly. There are fundamental differences in the nature of the incidents in the case of claims made against the Council on the grounds of resulting damage to property, and on the grounds of resulting personal injury. Therefore these types of cases were reviewed, and the results presented, separately.
- 1.6. The reasons for the claim failing to be refuted on the grounds of s58 were then categorised as follows:
 - 1.6.1. Category 1 defect not done in time – this means that the Council did know about this defect already, and that it was so hazardous that it needed repairing within 24 hours of the Council becoming aware of it. The defect was not then repaired in time.
 - 1.6.2. Category 2 defect not done in time – this means that the Council did know about this defect already, and that it was sufficiently hazardous that it needed

repairing within 14 days of the Council becoming aware of it. The defect was not then repaired in time.

- 1.6.3. 28 day repair not done in time – this means that the Council has identified a repair that needs to be done within the next 28 days and that repair has not been carried out within the time limit.
- 1.6.4. Non-hazardous defect not repaired in reasonable time – this means that a defect has been identified by the Council, but that it has been classified as being non-hazardous. It therefore becomes part of the general maintenance system. However if an incident subsequently occurs that is caused by the defect, and the Council cannot prove that this was due to an unpredictable deterioration in the defect, for example, then this may make it impossible to apply the s58 defence. This outcome is more likely the longer the original defect is not repaired.
- 1.6.5. Failed repairs – this means that although the Council has been able to repair a defect, this repair has itself failed, preventing s58 from applying.
- 1.6.6. No repair order raised Category 1 – this means that although the Council has been notified of a category 1 defect, the Council has failed to raise a repair order at all in response.
- 1.6.7. Warning sign not in place or sufficient.
- 1.6.8. Employee negligence.
- 1.6.9. No system of inspection – this usually occurs where there is a minor path that has been adopted by the Council, but has been missed by the inspection system.
- 1.6.10. At trial - because of nature of defect, Council should have known about it – in these cases the Court has decided that the nature of the defect and its dangerousness, means that the Council should have known about it.

2. Findings

- 2.1. An appendix is attached showing the distribution of successful claims against the above categories of reasons as to why the s58 defence was inapplicable. The results are shown, as has been discussed, separately for claims involving damage to property and those involving personal injury.
- 2.2. Cases involving personal injury can be seen to involve far higher costs to the Council than those involving damage to property, as would be expected. On further investigation of these costs, a very large proportion are due to the involvement of third party legal representation, used by claimants on a conditional fee basis.

3. Damage to Property

- 3.1. In successful claims involving resultant damage to property, most incidents are due to potholes in the road damaging vehicles. By a large margin, the two most common reasons why a s58 defence cannot be relied upon in these cases are that a category 1 defect has been reported to the Council but has not been repaired in time, or that a previous repair done by the Council has failed.
- 3.2. In cases where a category 1 defect has not been repaired within the 24 hour deadline, all the cases in this sample occurred in the period mid-December to mid-February, that is, during the winter months. In the last two years, there has been heavy snow in the winter, with ice, snow and water getting into the structure of the Highways, and causing many more category 1 defects as a result. This increased workload appears to be the main reason why the deadline has been missed during this period.
- 3.3. In cases where failed repairs are the cause of the s58 defence being inapplicable, around 85% of individual incidents have taken place in the winter months. This could be explained by the fact that repairs carried out in the winter inevitably involve there being water in the environment, and it being impossible to exclude this from the repair itself. When water freezes it expands, damaging the fabric of the repair, and allowing subsequent bad weather to further damage it.
- 3.4. It should be noted that in the majority of the cases where a repair has failed, the failure of the repair has become known to the Council before a further incident has occurred. In many of these cases, it has then taken more than 24 hours to further repair this deteriorated repair. Often this has resulted in a cluster of incidents involving the same defect.
- 3.5. A small but significant number of incidents have occurred where a category 1 defect has come to the attention of the Council, but no repair order has been raised. Somehow the normal procedure for these incidents has not been followed. However, when the incidents, comprising 8% of the sample, are looked at more closely, they involve only two separate defects. One of these defects is the cause of ten of the eleven incidents, over a period of 28 days. This simply underlines the importance of the procedures being followed, and the potential cost of the system breaking down (£5496.34 in the case of the incidents sampled for this one defect).
- 3.6. The three categories of reasons given above account for 85% of all the incidents sampled. The remaining reasons are self-explanatory and of very low occurrence.

4. Personal Injury

- 4.1. In successful claims involving resultant personal injury, these, in the vast majority of cases, involve pedestrians in tripping incidents. The reasons why a s58 defence could not be used in these incidents to refute liability, are much more diverse than those for claims involving damage to property, and are different in character.
- 4.2. The most common category of reason found for the section 58 defence not being applicable was that a non-hazardous defect had already been noted, usually during an inspection of a footpath. This category has then been described as not having had such a defect repaired in a reasonable time, however this covers a complicated and varied set of circumstances. The liability appears to depend on various, interlinked factors such as the length of time since the notification of the defect, the cause of the defect and the nature of the defect at the time of the incident, which may have deteriorated considerably from that initially reported. The reasoning appears to be that the longer the period between the non-hazardous defect being noted and the incident taking place, the more the Council should have been aware of the possibility of the defect deteriorating.. If the nature of a defect is such that it is likely to deteriorate over time, then the Council should have kept closer observation of the defect over time to register when it becomes hazardous. Finally, the Council should have been more aware of the actual deterioration of a defect it has already noted. However, it is not possible to further analyse this 'non-hazardous' category without documentation with the actual line of reasoning used by decision makers.
- 4.3. Defects that are brought to the notice of the Council, but are not deemed hazardous enough to warrant *immediate* repair are the ones that result in the highest number of successful claims against the Council for personal injury generally. Category 2 and 28 day repairs that have not been repaired in time together account for another large block of successful claims, and costs, on top of the non-hazardous claims described above.
- 4.4. Second to the above as a reason for section 58 not being applicable, is that repairs previously done have deteriorated causing a hazard. Half of these cases are in fact involving cyclists on the carriageway.
- 4.5. The second *most costly* single category, resulting in personal injury is that there was no system of inspection in place at the site of the defect, at the time of the incident. These mainly consist of minor pathways that are not used much, but are the responsibility of the Council to maintain.
- 4.6. Category 1 defects reported to the Council, but not repaired within 24 hours of the report, comprise both 12% of the numbers of claims in the sample, and 12% of the cost. Interestingly, these are not limited to winter claims, like in the case of the damage to property cases, but instead occur mainly in the spring. All but one of the incidents were in the period February to May.

4.7. Other points of interest include; -

- 4.7.1. The most costly single case was a case that went to Court. This was due to costs of third parties, such as the claimant's legal representatives.
- 4.7.2. The three 'employee negligence' cases are actually mainly regarding damage to property (e.g. damage to a wall or a gate), brought about by an employee's actions, and individually cost relatively small sums.
- 4.7.3. The 'Other' category includes a wide range of reasons such as boards not being strong enough, when they were used to bridge a hole in the pathway, while work was being done to a defect being missed probably because the new regulations were misunderstood.
- 4.7.4. There are three cases where the Highways department documentation maintains that the section 58 defence applies, and, without the decision makers reasoning, it has not been possible to work out why this has been overruled.

5. Conclusion

- 5.1. There is a clear divide between claims involving property, mainly on the carriageway, and personal injury cases, mainly on the pathways.
- 5.2. Claims involving damage to property on the carriageway tend to involve urgent repairs that are required, or repairs that have failed following an urgent repair. These urgent repairs are required mainly in the winter months, which is also when repairs are most likely to break down. The question arises about how much more resource can be applied to this problem, and whether the benefits of doing so would outweigh the costs,
- 5.3. Claims involving personal injury are much more costly to the Council. Here, it appears that minor defects are becoming more hazardous over time, and in between inspections. Unfortunately, these minor defects seem to be, naturally, of lower priority, and are left until they become immediate hazards and are responsible for the largest number of incidents that can be successfully claimed against the Council. It may be that procedures could be followed that allow these minor defects to be more regularly checked in an attempt to detect deteriorations in those already noted.

Appendix 2 – Details of Claims Referred to in Appendix 1

Highways - Summary of successful claims for damage to property

Reason for Failure of s.58 Defence	No. of successful claims	Cost
Category 1 repair not done in time	48	£22,260.51
Category 2 repair not done in time	7	£4,551.03
28 day repair not done in time	2	£606.22
Non hazardous defect not repaired in reasonable time	6	£2,524.58
No repair order raised (Cat. 1)	11	£5,972.22
Repairs failed	58	£28,681.40
Warning signs/safety measures not in place or not sufficient	3	£2,316.09
Highways contend s58 applies	3	£1,219.76
Total claims looked at	138	£68,131.81

Average cost per claim = **£494**

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Report of Director of Resources

Report to Corporate Governance and Audit Committee

Date: 9th November 2011

Subject: Work Programme

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. Members are requested to consider whether they wish to add any items to the work programme.
2. The draft work programme is attached at Appendix 1.

Recommendations

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

1 Purpose of this report

- 1.1 The Purpose of this report is to notify Members of the Committee of the draft work programme. The draft work programme is attached at Appendix 1

2 Background information

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

3 Main issues

- 3.1 Members are requested to consider whether they wish to add any items to the work programme

3.2 The draft work programme is attached at Appendix 1

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This report consults Members on the content of the work programme of the Committee.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 No significant issues.

4.3 Council Policies and City Priorities

4.3.1 This report helps support the implementation of the Code of Corporate Governance.

4.4 Resources and Value for Money

4.4.1 It is in the best interests of the Council to have sound control arrangements in place to ensure effective use of resources, these should be regularly reviewed and monitored as such the work programme directly contributes to this.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report is not an executive function and is not subject to call in.

4.6 Risk Management

4.6.1 By the Committee being assured that effective controls are in place throughout the Council the work programme promotes the management of risk at the Council.

4.6.2 The work programme adopts a risk based approach to the significant governance arrangements of the Council.

5 Conclusions

5.1 The work programme of the Committee should be reviewed regularly and be updated appropriately in line with the risks currently facing the Council.

6 Recommendations

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

CORPORATE GOVERNANCE AND AUDIT COMMITTEE WORK PROGRAMME

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
December 13th - 2011		
Review of the Code of Corporate Governance	To receive a report reviewing the code of corporate governance	Head of Governance Services Andy Hodson
Internal Audit Report	To receive a report presenting the Internal Audit report on current issues. (This is a report brought to the Committee on bi-monthly basis)	Chief Officer (Audit and Risk) Tim Pouncey
Treasury Management Update	To receive a report updating the Committee on the Governance Framework of Treasury Management	Chief Officer (Financial Development) Maureen Taylor
Partnership Governance	To receive a report providing the Committee with assurance on the governance arrangements for registered partnerships at the Council	Head of Governance Services
Waiving Contract Procedure Rules	To receive a report updating the Committee on the new procedure for waiving Contracts Procedure rules	Chief Officer (Audit and Risk) Tim Pouncey
January 23rd - 2012		
KPMG Financial Statements Audit Plan and VFM Audit plan	To receive a report detailing the financial statements audit plan. Value for Money Audit Plan and Financial Statement Audit Plan.	Chief Officer (Financial Management) Doug Meeson
External Audit Planning	To receive a report from the appointed External Auditor in respect of the audit fee for 2011/12	Chief Officer (Financial Management) Doug Meeson
Performance Management	To receive a report updating the committee on the Council's arrangements for performance management; specifically how those arrangements are contributing to achieving each of the Cross Council Priorities.	Chief Officer (Intelligence and Improvement)

CORPORATE GOVERNANCE AND AUDIT COMMITTEE WORK PROGRAMME

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Effectiveness of the Corporate Governance and Audit Committee	To receive a report providing assurance on the effectiveness of the Corporate Governance and audit Committee	Chief Officer (Audit and Risk) Tim Pouncey/ Head of Governance Services Andy Hodson
February 27th - 2012		
Value For Money Arrangements	To receive a report providing assurance that effective arrangements are in place to buy goods and services that give value for money	Chief Officer (Audit and Risk) Tim Pouncey
Effectiveness of Financial Management Arrangements	To receive a report providing assurance and the systems and procedures in place to ensure that the Council delivers sound financial planning and management ensuring maintenance of adequate reserves	Chief Officer (Financial Management) Doug Meeson
Internal Audit Report	To receive a report presenting the Internal Audit report on current issues. (This is a report brought to the Committee on bi-monthly basis)	Chief Officer (Audit and Risk) Tim Pouncey
Localism Bill	To receive a report updating the Committee on the Localism Bill	Head of Governance Services Andy Hodson
Procurement Policies and Procedure.	To receive a report providing assurance that the procurement policies and procedures in place at the Council are fit for purpose and help achieve value for money	Chief Procurement Officer Wayne Baxter
March 28th - 2012		
Information Security Annual Report	To receive a report on the Council's Information Security arrangements.	Chief Officer (Business Transformation) Lee Hemsworth
Business Continuity Arrangements	To receive a report providing assurance on the adequacy of policies and practices surrounding Business Continuity arrangements	Chief Officer (Audit and Risk) Tim Pouncey

CORPORATE GOVERNANCE AND AUDIT COMMITTEE WORK PROGRAMME

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
April 23rd - 2012		
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
Decision Making Framework; Annual Assurance Report	To receive a report presenting the outcome of the monitoring process relating to Key and Major decisions.	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. (This report is part of the committee's annual work programme)	Strategic Landlord Liz Cooke
Annual Report on Risk Management	To receive a report regarding the Council's risk management arrangements. (Part of the Committee's annual work programme)	Chief Officer (Audit and Risk) Tim Pouncey
Annual Report on Planning Framework	To receive the Annual report on the Planning Framework and the assurance that it provides	Chief Planning Officer Phil Crabtree
Internal Audit Report	To receive a report presenting the Internal Audit report on current issues. (This is a report brought to the Committee on bi-monthly basis)	Chief Officer (Audit and Risk) Tim Pouncey
Un-scheduled items for 2011/12		

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
WORK PROGRAMME**

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Future Development in Accounting Standards	To receive a report detailing the effect of Future developments in Accounting Standards that will effect the Council	Chief Officer (Financial Management) Doug Meeson