

## KEY ACTIONS 2020 – ACTION PLAN

	<b>Key Action</b>	<b>Outline plan</b>	<b>Key decision times</b>	<b>Officer accountability</b>	<b>Democratic Oversight</b>
1	Our Corporate Governance and Audit Committee will seek robust assurance that our systems of internal control have met the demands of the emergency response to Covid -19; and that where issues have been identified action has been taken to remedy these.	Work programme includes assurance reports in relation to all key controls.		Directorate of Resources and Housing  Head of Internal Audit  Contact – Kate Sadler	Corporate Governance and Audit Committee
2	We will work within the statutory framework with the Constituent Councils in pursuance of the “minded-to” Deal for devolution in West Yorkshire.	The devolution implementation process is being conducted through all five councils and the combined authority. Key Decision points set out below.		Chief Executive & Director of Resources and Housing  Chief Officer Strategy and Policy  Contact – Mike Eakins	While Executive Board is the decision maker for LCC throughout, full council will meet in both September and November to discuss and debate the decisions being taken.  Strategy and Resources Scrutiny Board (with chairs of other boards co-opted as additional members) has met to scrutinise the devolution deal and has submitted a formal response to the public consultation.  Political groups have also been informally scrutinising and monitoring the process, with all bar one receiving detailed group briefings and a large number of elected members engaging with the process on an individual basis.
		Public consultation closed on.	19 July 2020		
		Executive Board to review the outcome of the public consultation and agree whether to submit a summary of the responses to the Secretary of State, who will then produce a draft Order.	September (tentatively 1st)		
		Executive Board to decide whether to provide the council’s consent to the draft Order.	November (tentatively w/c 9th)		
		Final order to be received from Secretary of State. Agreement will be required but mechanism TBC, potentially involving delegation to officer(s) due to timescales. Executive Board to agree approach in September meeting noted above.	November (tentatively w/c 23rd)		
		Secretary of State to lay Order in Parliament.	December 2020		

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		Order to be made.	January / February 2021		Corporate Governance and Audit Committee will consider arrangements for governance and accountability.
		First West Yorkshire mayoral election to take place.	May 2021		
3	We will develop detailed timelines and milestones for our People Strategy priorities and will monitor and review progress against them.	<p>The new People Strategy 2020-2025 was approved in January and formally launched as part of the Best Council Plan re-fresh in July 2020. The Strategy identifies a long term vision and mission, and key in-year work priorities. Progress will be reviewed annually.</p> <p>The existing employment related KPIs listed in the BCP will remain unchanged for the time being.</p>	First review of the Strategy to take place December 2020.	<p>Director of Resources and Housing</p> <p>Chief Officer (Human Resources)</p> <p>Contact – Helen Fallows</p>	Consultation with the Leader of Council, and Deputy Leader and Executive Member for Resources
4	We will continue to monitor arrangements for customer contact and satisfaction and will make improvements where necessary to deliver a consistent experience for our customers.	<p>Targets and monitoring cover satisfaction, footfall in to hubs, and answer rates in the contact centre. Quarterly reports to Customer Access Leadership Team. Escalation where required to Communities and Environment Leadership Team;</p> <p>2 stage complaints procedure with clear timescales. Regular reports to Directorates and CLT. Annual report received by Chief Exec from Local Government Ombudsman</p>		<p>Director of Communities and Environment</p> <p>Chief Officer Customer Access and Welfare</p> <p>Contact Anne McMasters</p>	<p>Progress around customer contact and satisfaction reported annually to Corporate Governance and Audit Committee;</p> <p>Regular reports to Scrutiny Board (Strategy and Resources) on performance;</p> <p>Monthly updates by Chief Officer with Exec Member for Communities (Cllr Coupar).</p>
5	We will review the Best Council Plan and key underpinning Best Council Strategies in the light of the longer-term implications of Covid-19.	Work is currently underway to develop an Economic Recovery Plan in response to COVID-19 which draws on the three 'pillars' (and three key strategies) supporting the Best	Early Autumn 2020	Chief Officer Economic Development	Executive Board

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		Council Plan: Inclusive Growth, Health and Wellbeing and the Climate Emergency. This, and the updated MTFS (see below) will heavily inform any future Best Council Plan updates.		Contact – Coral Main	
		Updated Medium-Term Financial Strategy which explains how we are responding to our financial challenge	September 2020	Chief Officer Financial Services	Executive Board
		If following the same timings and process as in recent years, the Best Council Plan will be reviewed and updated alongside the Budget:		Director of Resources and Housing	
		initial proposals	December 2020	Chief Officer Strategy and Policy	Executive Board to receive initial proposals and approve consultation
		consultation	January 2021	Contact - Coral Main	Scrutiny Boards included in consultation
		final document	February 2021		Executive Board to recommend to Full council for approval
6	We will monitor the arrangements for offer and acceptance of gifts and hospitality by Directors and those in 'high risk posts'; and positive declarations regarding compliance with the gifts and hospitality policy.	<p>The annual oversight of Directors' declarations will be provided to the Chief Executive at the same time as Directorate oversight is provided to individual Directors. This is completed each September.</p> <p>Staff in high risk posts must make a pro active declaration each year that all gifts/ hospitality have been declared. This is implemented alongside the annual register of interests exercise.</p>	<p>Annual oversight lists of gifts/ hospitality produced and issued in September 2020.</p> <p>Due to operational response to Covid-19 the exercise was paused in Spring</p>	<p>Director of Resources and Housing</p> <p>Chief Officer Human Resources</p> <p>Contact – Helen Fallows</p>	<p>The Leader of Council reviews and approves all offers received by the Chief Executive.</p> <p>Corporate and Audit Committee review internal controls on an annual basis.</p>

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			2020 and will be completed in the Autumn.		
7	We will continue to engage with the Ministry of Housing Communities and Local Government and the Local Government Association in developing the ethical framework in response to the recommendations of the Committee on Standards in Public Life.	Response to LGA consultation on draft model Code of Conduct has been submitted	??	Director of Resources and Housing	Response developed through workshop of Standards and Conduct Committee
		Member engagement etc.	Pending outcome of consultation on draft model code	City Solicitor / Head of Democratic Services	
		The Ministry have received ministerial clearance for the government response to the CSPL recommendations	Anticipate announcement to dovetail with the LGA signing off model code of conduct.	Contact – Andy Hodson	
8	We will continue to use benchmarking to measure our performance in relation to Caldicott Guardian functions and to identify, and learn from best practice	Implementation of good practice outcome actions following the benchmarking exercise with Barnsley MBC (as reported in March)	Feb 2021	Director of Adults and Health & Director of Resources and Housing	Executive Member for Resources to be briefed on progress Report to Corporate Governance and Audit Committee
		Benchmarking visit to Core City that is DSP Toolkit exceeding expectation. Development of action plan from that visit.  Progress to be monitored by Head of IMG and reported to Deputy Director Social Work as part of regular Calidcott Guardian meetings		Deputy Director Social Work and SC Service / Head of Information Management and Governance  Contact – Louise Whitworth / Shona McFarlane	

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9	Our Corporate Governance and Audit Committee will regularly review plans to deal with outstanding and emerging issues relating to PSN Certification, including the Access project.	Continued monitoring of the Access Replacement Project:		Director Resources and Housing	Executive Member for Resources to be briefed on progress Chair of CGAC Report to CGAC Sept 2020 with Continued reporting as required as part of wider Cyber and PSN Assurance and compliance
		Access 2003 conversions to Access 2010 <ul style="list-style-type: none"> <li>Weekly reporting to Head of IM&amp;G &amp; Deputy Head of Democratic Services</li> <li>Monthly Project Board with escalation to IMB</li> <li>Escalation to Director of R&amp;H (SIRO)</li> </ul>	End Aug 2020	Head of Information Management and Governance  Contact – Louise Whitworth	
		Full project plan for Access 2010 replacement <ul style="list-style-type: none"> <li>Monthly Project Board with escalation to IMB</li> <li>Escalation to Head of IM&amp;G</li> <li>Escalation to Director of R&amp;H (SIRO)</li> <li>Consultation with the Cabinet Officer</li> </ul>	End Aug 2020		
		Continued monitoring of LCC security and compliance posture in line with national legal and government standards (PSN / GDPR). <ul style="list-style-type: none"> <li>Monthly Compliance Board monitors the progress of all compliance related projects (escalation route to IMB and SIRO)</li> <li>Monthly Information Security Assurance &amp; Compliance (ISAaC) monitors BAU compliance activities (escalation route to IMB and SIRO)</li> </ul>			
		Compliant PSN submission	Dec 2020		Corporate Governance and Audit Committee oversight through Annual Information Governance report
10	Corporate Governance and Audit Committee will continue to seek assurance in relation to arrangements for enforcement in relation to breach of planning control.	Annual planning assurance report to contain assurances in relation to internal controls relating to planning control and enforcement	September 2020	Director of City Development  Chief Planning Officer  Contact Helen Cerroti	Corporate Governance and Audit Committee

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11	We will review our practice against detailed guidance underpinning the CIPFA Financial Management Code 2019.	Initial work indicates that there will be some inconsistencies between LCC practice and CIPFA guidance notes. Receipt of guidance notes will enable detailed position statement benchmarking against current practice & set out action plan. Full compliance.	March 2020  December 2020  April 2021	Director of Resources and Housing  Chief Officer Financial Services  Contact Richard Ellis	Annual assurance report to CGA will confirm compliance.
12	We will complete and implement a review of the financial service to ensure that it remains a highly effective and responsive function offering value for money.	The Financial Services Review (FSR) is ongoing and has identified a number of key work-packages that will automate, standardise and streamline core finance business processes, re-shape the service's 'Offer' to the rest of the Council and reconfigure the financial management service and associated roles and responsibilities. The FSR and associated work-packages will be delivered by small 'work-package teams' – Lead Officers to be agreed/confirmed.  <b>Key Milestones</b> <ul style="list-style-type: none"> <li>• Approval of the governance framework by BCDT</li> <li>• Identification/confirmation of Finance Work Package Lead Officers</li> <li>• Identification of recommended Financial Services Delivery Model/Service structure</li> <li>• Consultation with staff and Trade Unions (re Service Delivery Model/Structure)</li> </ul>	September 2020:  October 2020:  March 2021:	Director of Resources and Housing  Chief Officer Financial Services  Core Business Transformation Board, chaired by Chief Officer Financial Services, and with senior representatives from Directorates, will provide overall direction, track progress and 'unblock' any barriers across 4 transformation work-streams (Finance, HR, Procure to Pay and Payroll).	Deputy Leader and Executive Member for Resources, Cllr James Lewis, will be updated via regular briefings with Chief Officer Financial Services.

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		<ul style="list-style-type: none"> <li>Completion of a range of key work-packages ahead of 2021/22 Financial Year</li> </ul> <p>Progress towards the above milestones will be monitored by regular Finance Steering Group meetings.</p>		<p>2 Finance Steering Groups to be established –</p> <ul style="list-style-type: none"> <li>work-packages pertaining to Financial Management, chaired by Head of Finance, Financial Management and</li> <li>work packages pertaining to Revenues/Exchequer Services, chaired by Head of Finance, Technical.</li> </ul>	
13	We will review our core systems and processes with a view to ensuring that they are up to date and fit for purpose and meet the needs of an efficient, enterprising and healthy organisation.	<p>Approval of the Business Case to go out to market to procure a cloud-based Enterprise Resource Planning (ERP) solution and Implementation Partner - NB the ERP solution will replace the Authority's current core ICT systems for Financial Management, Payroll, Procure to Pay and Human Resources</p> <p><b>If subject to Executive approval timetable to progress as follows:</b></p>	September 2020	<p>Director of Resources and Housing</p> <p>Chief Officer Financial Services</p> <p>Contact – John Bywater</p>	Executive Board to approve
		Commence Procurement (Competitive Dialogue)	October 2020	Progress towards milestones	Executive member for Resources to maintain oversight

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		Select Preferred ERP Solution and Implementation Partner – approval by Best Council Design Team	July / August 2021	monitored and supported by fortnightly check-point meetings, chaired by the Chief Officer Financial Services and attended by: <ul style="list-style-type: none"> <li>• Chief Officer (Human Resources)</li> <li>• Chief Officer (Strategy &amp; Performance)</li> <li>• Head of Internal Audit</li> <li>• Programme Manager (in addition to key members of the Core Business Transformation Team who will co-ordinate the programme).</li> </ul> Key decisions and progress towards milestones will be reported to the Best Council Design Team, which meets every 4/5 weeks and is		
		Select Preferred ERP Solution and Implementation Partner – approval by Executive Board	September 2021			
		Commence Implementation Phase - timescale to be agreed as part of the procurement exercise, implementation will take up to a maximum of 2 years	full implementation by September 2023			

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				chaired by the Director of Resources & Housing.	
14	We will undertake training to further promote the importance of compliance with Contracts Procedure Rules and will strengthen the close working between directorates and PACS that will ensure waivers are limited to exceptional circumstances.	<ol style="list-style-type: none"> <li>1. CPRs to be signed off by the Chief Officer – Financial Services for implementation by.</li> <li>2. Procurement officers within PACS to be advised of changes through a number of short training sessions.</li> <li>3. A number of training sessions will be made available to commissioning officers in the wider council.</li> <li>4. The implementation of CPRs and the monitoring of waivers sought will be undertaken by the procurement support team within PACS.</li> <li>5. If a significant number of waivers are being sought by Directorates a report will be taken to CLT to make the relevant Directors aware.</li> </ol>	<p>No later than 1<sup>st</sup> October 2020</p> <p>October 2020</p> <p>Ongoing</p>	<p>Director of Resources and Housing</p> <p>Chief Officer Financial Services</p> <p>Contact – Kieron Dennett</p>	To be reported to Corporate Governance and Audit Committee as part of the annual Procurement Assurance Report
15	We will measure and collate key performance indicators to ensure that social value outcomes are achieved through our procurement practice.	<p>The Social Value Portal enables monitoring of social value delivered by suppliers for contracts over £100K in value.</p> <p>National themes, outcomes and measures (TOMS) aligned to local priorities and approved by Director of Resources and Housing</p>	<p>3 year contract commencing 1<sup>st</sup> April 2020</p> <p>July 2020</p> <p>September 2020</p>	<p>Director of Resources and Housing</p> <p>Chief Officer Financial Services</p> <p>Contact – Kieron Dennett</p>	Annual assurance report to Corporate Governance and Audit Committee

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		Social Value advisors will report outcomes quarterly to LCC. Additional reports can be accessed in real time by LCC officers. Contract management and escalation protocol to be established.			
16	We will review how Leeds' approach in developing and monitoring the Best Council Plan compares with that of other core cities.	<p>The Intelligence &amp; Policy Service has recently completed a desktop exercise reviewing the corporate plans and key performance indicators of other Core City local authorities. This has highlighted the similarities between the plans in terms of their headline objectives / priorities but also the differences in their level of detail, KPIs and how they are presented. The key findings will be included in the annual assurance report on the corporate planning and performance management arrangements.</p> <p>To better understand how the different authorities develop and monitor their corporate plans, Leeds had been due to host a get-together of the Core City Heads of Performance (or equivalent) this summer but due to the pandemic, this was cancelled. We will therefore look to alternatives to capture this information and feed the results into the assurance report referred to above.</p>	December 2020	<p>Director of Resources and Housing</p> <p>Chief Officer Strategy and Policy</p> <p>Contact – Coral Main</p>	Corporate Governance and Audit Committee
17	We will review the key performance indicators relating to inclusive growth and development of housing mix and will add additional	All Best Council Plan KPIs – including those relating to inclusive growth and housing mix – will be formally reviewed as part of the next Best Council Plan update (see action 5 above) with additional KPIs added as required. The	Feb 2021	<p>Director of Resources and Housing</p> <p>Chief Officer Strategy and Policy</p>	?

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	meaningful KPIs as required to the Best Council Plan	current performance management arrangements also allow for in-year changes as required in response to a change in policy, strategy or context.		Contact – Coral Main	
18	We will continue to pursue actively the appointment of an Independent Member to the Corporate Governance and Audit Committee in the 2020/21 Municipal Year	Second round of recruitment  Appointment of Independent Member by Full Council  Induction of Independent Member	Commencing October 2020 February 2021  Prior to commencement of 2021/22 municipal year	Director of Resources and Housing  Head of Internal Audit  Contact Kate Sadler	Panel to be constituted from Corporate Governance and Audit Committee  Full Council to formally appoint successful candidate
19	We will include the identification of areas for future work in our Committees' annual reports to Council.	Scrutiny	2019/20 report to Scrutiny Chairs 22/7/20; 2020/21 report July '21	Director of Resources and Housing  Head of Democratic Services Contact - Andy Hodson	Scrutiny Board Chairs  Deputy Leader and Executive member for Resources
		Standards and Conduct Committee	19/20 approved March 2020; 20/21 report scheduled for March 2021	Director of Resources and Housing  Head of Democratic Services Contact - Andy Hodson	Standards and Conduct Committee
		CGAC	19/20 approved March 2020; 20/21 scheduled for March 2021	Director of Resources and Housing  Head of Internal Audit	Corporate Governance and Audit Committee

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				Contact - Kate Sadler	
		Planning	19/20 approved October 2020.	Director of City Development  Chief Planning Officer contact - Helen Cerroti	Executive Member and Plans Panel Chairs.
		Licensing	2020 report to Licensing Committee in March 21	Director of Communities and Environment  Chief Officer Elections and Regulatory Contact John Mulcahy	Licensing Committee
		Community Committees	19/20 report prepared for September Council	Director of Communities and Environment  Chief Officer Communities Contact - Liz Jarmin	Community Committee Chairs  Executive Member for Communities
20	We will monitor and review the process we have implemented to ensure consistent emphasis on delivery of planned savings throughout the lifecycle of invest to save initiatives.	Business cases will be considered at Financial Performance Group to identify robustness and Best Council Design Team for approval. Anticipated savings will be built into MTFS and annual revenue budget assumptions. Delivery of schemes will therefore be monitored through budget delivery and escalated through budget variation process.	Ongoing	Director of Resources and Housing  Chief Officer Financial Services  Contact Richard Ellis	Executive Board receive regular budget monitoring reports.

