

Lead Officer: Assistant Chief Executive (Corporate Governance)		Overall Progress Rating	
Code	Improvement Priority	Contributory Officer(s) (CO)	
VP-1c	Improve understanding and transparency of our decision-making and accountability processes	Chief Officer Human Resources Chief Officer PPPU Head of information and Knowledge Management Head of Governance Services Head of Scrutiny and Member Development	
Overall Assessment of Progress on the Improvement Priority			
Overall progress is highlighted as amber mainly due to the slowness in the implementation of the agreed officer governance framework which means that many decisions are still going to CLT rather than the corporate boards.			

Ref	Title	Base line	Target	Year to Date Result	Comments	Data Quality
BP-19	% staff feeling valued	61%	N/A	No survey	Next staff survey due in 2009/10	No concerns with data
BP-21	% staff feel contribute to direction of organisation	70%	N/A	No survey	Next staff survey due in 2009/10	No concerns with data

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
Embed governance arrangements					
A new framework for officer governance arrangements was approved by Corporate Leadership team in May 2008. However, some board and panels have either yet to be established or are not yet supported by the Democratic Services Information System (DSIS) in terms of management of papers and minutes.	Failure to embed will result in ineffective and inefficient corporate boards without a clear remit. Responsibility for implementation relies on the board chairs. Ineffective decision making through these boards result in more CLT time being taken up with decision that should be made through other boards	All boards and panels to meet and agree terms of reference. Clarify role of One Council Steering Group and its relationship to the other boards. All boards to start using Democratic Services Information System for papers and minutes.	Board Chairs ACE (CG) Board Chairs & HGS	March 2009	Corporate Governance Action Plan
Review the existing arrangements for the governance of public finance initiative projects.		Progress to be reported to Corporate Governance Board by no later than February 2009	CO PPPU	February 2009	
Ensuring our governance arrangements are adhered to by auditing a sample of recent decisions.	Risk of decision being taken <i>ultra vires</i> ie where a decision has been reached outside the powers conferred on the decision taker or where the prescribed procedures have not been properly complied with.	Internal Audit commissioned to undertake review of a sample of decisions taken by Executive Board and Officers under delegated powers. Audit discussed with and supported by CGAC.	HGS		
Ensure accountability arrangements for Leeds Strategic and Council Business Plans are aligned with delegated powers and RACI frameworks	If these do not align there is a risk of failure in the delivery of our priorities.	Meeting arranged to discuss linkages and alignment in Nov. Further actions to be developed after this	HGS	Further report Q4	Links to IO 1b/c
Improve understanding of our governance processes					
Implementing Ethical Audit Action Plan					
A combined Action Plan for 2006 and 2007 Ethical Audit agreed at Standards Committee 16th October 2008 which details programmes and actions targeted at embedding the council's ethical framework. Progress is monitored regularly by Officers and Members.	A key challenge is to provide the right level of information tailored to an individual's role.	Ethical Governance training packages to be developed for inclusion within Council Training programme – see below. Corporate Human Resources to ensure that from the 2009 staff survey, questions on ethical framework are incorporated.	HGS CO (HR)		Ethical Audit Action Plan Corporate Governance Statement Action Plan 2008/09

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Training for Members</p> <p>Member engagement working group established chaired by the ACE (Corporate Governance)</p> <p>Member Development Strategy approved by Member Management Committee in Sep 2008.</p> <p>Training of Members in relation to Member Code of Conduct (and related codes and protocols) completed for existing Members</p>		<p>Role specific update training for Members of planning and licensing panels to be delivered as part of Member Development training programme.</p> <p>Working toward Chartermark Plus external accreditation for member development programmes</p>	HSMD	On-going	
<p>Training for Officers</p> <p>Providing all officers with a good understanding of the role of members as appropriate to their role.</p> <p>Introduce a 'One Council' Induction framework that effectively and consistently introduces new Council employees to the working environment</p>		<p>Specific governance competencies are being documented for varying levels of staff (along with tailored complementary training) in the following areas;</p> <ul style="list-style-type: none"> • Financial Management • Corporate Governance and the Constitution • Delegations, decision making and legal compliance • Codes and Protocols • Risk Management • Information and Knowledge management • Performance management <p>Corporate Human Resources are in the process of implementing an induction process for officers and development of core competencies for managers.</p>	CO (HR)	On-going	

Lead Officer: Assistant Chief Executive (Corporate Governance)		Overall Progress Rating	
Code	Improvement Priority	Contributory Officer(s) (CO)	
VP-3a	Strengthen our democratic processes to improve governance and policy making	Chief Officer Legal Licensing and Registration Chief Democratic Services Officer Head of Governance Services Head of Scrutiny and Member Development	
VP-3b	Maximise member involvement in policy development, decision making and accountability		
Overall Assessment of Progress on the Improvement Priority			
Work is well underway to strengthen our democratic processes and involve members more in policy development, the overall progress is rated as amber as the progress on the Area Committees work is not as advanced as it should be.			

Ref	Title	Base line	Target	Year to Date Result	Comments	Data Quality
BP-29	Voter turn out	35.76%	N/A	35.76%	2008 election result used as baseline, next local elections due in May 2010	No concerns with data
BP-37	% key decision not in forward plan	33%	15%	12%	3 decisions did not appear in the Forward Plan at the time of publication due to the decision of Council on 22nd May to change the definition of key decisions - therefore it was not possible for these to be included on the forward plan. These decisions have been removed from the calculation.	No concerns with data

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
Implementing improvements to our democratic processes and arrangements					
Review of role of full council Extending scope of Budget and Policy framework - the following plans have been added to the budget and policy framework <ul style="list-style-type: none"> • Health and Wellbeing Plan; • Economic Development Strategy; • Climate Change Strategy¹; and • Leeds Housing Strategy. Review of threshold for key decision so that more decision are notified on the forward Plan Initial discussion held with the Leaders, however uncertain appetite for reviewing the role of Full Council other than at the margins of the current arrangements in terms of timings of items.		Completed - no further actions at this time	HGS	N/A	
Increasing Scrutiny involvement in Policy Development Scrutiny Terms of reference reviewed at the Annual Council meeting. Memorandum of Understanding between Executive Board and Scrutiny Board Chairs agreed to clarify roles in relation to policy development. KPMG engaged to audit Scrutiny function including examination of their role in policy development	Member involvement and challenge of policy at an early stage ensures a full range of view are represented and support robust and sound policy making.	Leaders and Scrutiny Chairs Advisory Group to meet to discuss implementation of Memorandum of Understanding and ways to further involve scrutiny in policy development KPMG report to provide recommendation from which an action plan will be developed	HSMD HSMD	Dec 2009 Mar 2009	

¹ The Health and Wellbeing Plan, Economic Development Strategy and Climate Change Strategy are currently being developed.

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Enhancing role of Area Committees</p> <p>New area functions delegated by the Executive Board in July along with a further broadening of the Committees advisory role.</p> <p>Area Delivery Plans for 2008/09 which clearly link to the Leeds Strategic Plan have been developed and approved.</p>	<p>Key risk include lack of understanding of members and officers on the enhanced role of area committees.</p>	<p>Working with Area Management to improve reports to Area Committees to specifically highlight key issues for the locality.</p> <p>Develop arrangements for timely performance reporting to area committees.</p> <p>Further enhancement of the role of area committees is underway including their co-ordination of local engagement activities in order to better represent the views of local people and responsibility for overseeing neighbourhood management activity</p>			
<p>Implementation of Empowerment Agenda</p> <p>A response was submitted to the empowerment white paper consultation.</p>		<p>Work streams developed for consultation documents emanating from the white paper.</p> <ul style="list-style-type: none"> • Improving Local Accountability • Revised codes of conduct for Members and Officers • Making and Enforcement of bylaws • Consultation Paper on Mayors • Time off entitlements • Code of recommended practice on local government publicity <p>Awaiting guidance from DCLG on empowerment white paper - in the interim continue to work with members in development capacity to respond to these new agendas.</p>	<p>HSMD HGS</p> <p>COLLR</p> <p>?</p> <p>CDSO CDSO</p>	<p>Completed December 08</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p>	