

CONTINUITY, CONFIDENCE, CHANGE

Yorkshire and Humber Assembly Business Plan

2008/09 - 2010/11

February 2008

Foreword

Welcome to *Continuity, Confidence, Change*, the Assembly's Business Plan for 2008/09-2010/11. In it, we set out how we will work with regional partners to tackle the key challenges facing Yorkshire and Humber and deliver sustainable development in the region.

Our Business Plan builds on previous plans and successes the Assembly has led, or been involved with, and sets out our future direction in the context of a changing regional landscape, brought about by the announcements contained in the Government's Sub National Review.

Those announcements mean that the way we do business in the region will change and that our Assembly will not continue beyond 2010. During this time of change we must make sure we're delivering our core activity, while working with partners to establish successor arrangements. This means we must retain our partnership capacity and build on our strong foundations and experience to develop even better arrangements for the future.

In practical terms, our Business Plan details the work and key objectives of the Assembly's functional Boards and service areas they are responsible for. It shows how we will continue to focus closely on specific issues vital to the Yorkshire and Humber's development - housing, planning and transport, sustainability and scrutiny of the regional economy.

Our activity will also add value, by continuing to provide support to other organisations - so helping to accelerate the rapid social, environmental and economic progress needed to make a noticeable difference to our communities.

Over its lifetime the Yorkshire and Humber Assembly has achieved a great deal. No-one would deny that at times it has been difficult to work with many people and organisations to agree and deliver a joined up vision for a region - particularly in a region that is so diverse and has so many different interests. But Assembly members have done just that - developing structures and committing time and resources - making our success clear for everyone to see.

The Assembly and our Partners, including Yorkshire Forward and Government Office, are all signed up to make the next phase of regional working even better. We are confident that our strong alliance will ensure that we deliver existing activity during the transition and develop robust future arrangements for the region.

Continuity, Confidence, Change provides a clear statement of how we will do that in the coming year and we look forward to working with you to deliver its targets and aspirations.

**Peter Box,
Chair.**

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**Paul Jagger,
Deputy Chair.**

A handwritten signature in black ink, appearing to read "Paul Jagger", written in a cursive style.

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Overview

1. This document – the Yorkshire and Humber Assembly Business Plan – sets out the Assembly's work programme for the next financial year 2008/09 and indicates in general terms the direction of work over the following two years, 2009/10 and 2010/11.
2. A core element of the plan is to show how the Assembly's work will change as a result of transition to the new arrangements that will be brought about by the implementation of the Sub-National Review (SNR).
3. Within this context the plan sets out in detail the core functions on which the Assembly will need to continue to lead during the first year (for 2008-09), working in an increasingly collaborative way with Yorkshire Forward and other partners. But it also highlights those areas of work where discussion with partners will need to start to establish successor arrangements that will come into more prominence in years two and three as SNR is implemented.
4. To support this work we are seeking £2,182,000 of Communities and Local Government funding for 2008/09. This is a significant reduction on 2007/08. In addition, the Assembly will also secure £520,000 from other sources.
5. The Plan is structured in four parts:
 - Firstly, it presents a strategic examination of the key issues and challenges that we face over the next three years.
 - Secondly, it sets out our proposed work, defining our objectives and priorities (paragraphs 9 to 10); with a detailed list of activities and costs at **Annex A** and summary financial details in **Annex B**.
 - Thirdly, **Annex C** sets out an assessment of risks associated with the delivery of the proposed Business Plan activity and measures that will be taken to mitigate those risks.
 - Fourthly, and finally, **Annex D** sets out a summary and review of our achievements in the past year (2007/08).
6. Read as a whole document provides a clear statement of what we will do and the targets to enable the region to judge our success.

Preparing for Change: Key Issues and Challenges

7. The dominant issues for the three-year Business Plan period arise from the implementation of the Sub-National Review (SNR). The SNR makes clear that Assemblies will not continue in their present form after 2010 and a key theme has to be planning for transition to new arrangements.
8. Although the Government has yet to publish details of how the SNR will be implemented, it is possible to draw out from announcements made so far the 'headline' assumptions that need to be taken as a context for developing our business plan. These 'headlines' are:
 - Reduced funding in 2008/09, with perhaps further reductions thereafter.
 - Assemblies will have a key role in the transition period, particularly ongoing work on Regional Spatial Strategies (RSS) and taking forward reviews of RSS in advance of a new single regional strategy.
 - Existing statutory powers remain in force in advance of legislative change - Assemblies remain 'Regional Planning Bodies' and existing RDA scrutiny and accountability arrangements remain in place.
 - The earliest that RDAs will be able to take on new responsibilities (and start work on the single regional strategy) will be 2010.
 - Assemblies will be involved in work with RDAs and local authorities on a new, expanded round of regional funding allocations, with guidance to be published summer 2008 for completion by 2009.
 - Assemblies will work with RDAs and local authorities to develop joint evidence bases and implementation plans for regional strategies.
 - The Government's stated goal for regional activity is 'to deliver economic growth and increased housing supply in a manner consistent with the Government's sustainable development and climate change agenda'.

Our Work Priorities for 2009/09 to 2010/11

9. Arising from the above, the general challenges that we have to address in relation to business planning for transition are clear. We may derive from these the following **key objectives for the business plan**:
 - To keep work going and to ensure good practice and expertise is not lost.
 - To secure a shift in the way that business is done at the regional level, including taking account of (or anticipating) future changes in regional responsibilities.

- To focus on the 'statutory', Government and the Region's priorities - given reduced funding, particularly in years two and three as transition takes place.
 - To influence the final implementation of the SNR, helping shape how the Region wishes to work in the future – and how the Assembly's work will be taken forward.
 - To plan for an orderly transfer of work and staff to the new arrangements as the resources available to the Assembly decrease over transition period.
 - To strengthen day-to-day working relationships between the Assembly and Yorkshire Forward and the city region partnerships and other stakeholders in advance of the move to an integrated body - to ease the transition to new arrangements, particularly in relation to staffing issues.
 - To maintain the successful partnership working we have developed (including with business, social and environmental partners) - because the reformed regional architecture will need to build on these.
10. Taking these objectives a stage further, and taking into account work on the implications of SNR commissioned by the Assembly from ARUP, the following **key priorities** can be highlighted for the Assembly's Business Plan during this transition period:
- Delivering ongoing partnership working and effective governance arrangements that allow the region to do business in the coming year.
 - Maintaining momentum on key policy work, including climate change, energy, flooding, transport and sustainable development;
 - Completing the refresh of the Integrated Regional Framework (as proposed by Defra) - so establishing an effective sustainable development underpinning for work on the Single Regional Strategy;
 - Undertaking the partial review of the Yorkshire and Humber Plan (RSS) to take account of the Housing Green Paper, to continue to grow the regional evidence base, and to secure the region's strategy making and alignment capacity;
 - Brokering the effective allocation of Single Regional Housing Pot and delivery of the Regional Housing Strategy; and
 - Undertaking scrutiny of the Regional Economic Strategy until new arrangements are developed (including securing existing Social Economic and Environmental partner expertise to help shape those new arrangements).

11. On the basis of the above we set out in the following paragraphs the key elements of our work for 2008/09 to 2010/11.

Future Work: Corporate Priorities

12. A major focus of corporate activity will be to ensure effective ongoing regional governance for those functions for which the Assembly is responsible during the transition period, including supporting the work of the Assembly Boards. This will continue to require the provision of high quality expert advice and support to Boards.
13. Related to this we will need to maintain engagement and communication that relates to the activity of the Assembly and its Boards – maintaining Member and current communications activity (so that Members and the region continue to be engaged with our work).
14. Additionally, we will need to consider how support is maintained for partner organisation, such as the Regional Housing Forum - balancing the need to retain regional capacity whilst at the same time recognising the need increasingly to focus our resources on our core agenda.
15. Focus will also be placed on developing and supporting Assembly staff as a key resource for the region. We will develop a comprehensive approach to staff development, training and performance – and also to staff retention and transition. It is critical that we ensure a high quality and motivated staff is available to the Assembly and retained for the region. Making more effective use of staff skills also allows us to target funding 'cuts' at reduced use of external consultancy. As the process of transition moves into 2009/10 and beyond, increasing reliance may have to be placed on secondments into and out of the Assembly to ensure an orderly transfer of functions and expertise to new arrangements.
16. We will continue to secure efficiency savings in business 'running costs' by using lower costs venues for meetings; by ensuring strict cost controls on publications/events; and by applying best practice in use of resources.
17. A final and also fundamental part of corporate activity will be contributing to the development of post SNR arrangements and securing a successful transition to them. This will involve responding to the SNR implementation consultation and, in particular, working with partners to ensure social, economic and environmental partners are part of new governance arrangements. In addition, a key corporate theme will be ensuring our staff and services are prepared for the transition and that

we start from the first year (2008-09) to build new ways of working that can be taken forward into new arrangements as SNR is implemented.

Future Work: Strategy Integration, Regional Resource Allocation and Sustainable Development

18. In the coming year our priority for work on sustainable development will need to focus primarily on ensuring sustainable development is at the heart of assembly core activity (planning, housing, transport and scrutiny), whilst at the same time not compromising our important wider 'challenge' role. In particular, a key theme will be concluding work with the Transport Board on the climate change implications of transport, working to steer the sustainability appraisal process of the RSS review and working to ensure sustainable development features in our advice on Regional Funding Allocations. Additional funding from DEFRA (to be announced in spring) will hopefully also allow additional projects to be led by the Sustainable Development Board in its wider challenge role.
19. A second priority issue for the year is to ensure that appropriate 'infrastructure' is in place to lead on sustainable development work post-SNR. To assist in this process the Assembly will work with Yorkshire Forward and Government Office on a 'mapping exercise' designed to see what sustainable development resources and expertise are available within the region.
20. The third major priority under this heading is work on Regional Funding Allocations (RFA). The Assembly contributed significantly to the previous Regional Funding Allocations round, both in terms of technical input, facilitating member debate and securing support for the regional submission. We will play a similar role in relation to this new round, to be co-ordinated by Yorkshire Forward.
21. Another key area of activity will be collaborating with and support for the work of Yorkshire Futures – the Regional Intelligence Unit. This will focus on the development of a common evidence base for the region to support work on the RFA and the development and monitoring of regional strategies and implementation of the Integrated Regional Framework.
22. The Integrated Regional Framework (IRF) itself will be launched in spring 2008. Thereafter, the priority focus for the Assembly will be on implementing the IRF in those areas that relate to our core responsibility (for example in the Sustainability Appraisal work for the Yorkshire and Humber Plan (RSS) Review and work on housing and on transport). The Assembly will, however, be looking to partners to make use of the IRF as

a key tool of strategy alignment in advance of the implementation of the SNR and the development of the new single regional strategy.

23. Another major piece of work during the year will be a Regional Adaptation Study on climate change. A scoping study on this was formally initiated in December 2007, with future work taking place during 2008/9.
24. Work on biodiversity, waste and energy will reflect the need for transition to new arrangements. On biodiversity we will complete and launch the Regional Biodiversity Strategy, but follow-up activity will then narrow in focus to concentrate on those elements that relate to the implementation and review of the Yorkshire and Humber Plan (RSS), particularly related to the key work required on green and critical infrastructure. Wider implementation will need to be led by partners such as the Regional Biodiversity Forum, rather than the Assembly.
25. Work on waste will also be more tightly focused in 2008/09 on our 'statutory' role in supporting the Regional Technical Advisory Body on waste. But we will also work with partners on a 'light touch' framework document on waste that sets the future direction to where work on waste should continue post-SNR.
26. On energy the key theme for the year will also be to work with regional partners to develop future working arrangements for Regional Energy Forum (particularly on the implementation of the Regional Energy Infrastructure Strategy) in the light of SNR implementation.

Future Work: Planning and Transport

Planning Strategy

27. The dominant priority of planning strategy work will be on an early review of the Yorkshire and Humber Plan (RSS), reflecting the Government's Green Paper on Housing. The Regional Planning Board has already agreed that the approach to this review will be 'continuous development' of the Yorkshire and Humber Plan and that its focus will be on 'the scale of growth, locations of growth and infrastructure for growth'.
28. In the first half of the year work will focus on the development of the evidence base, looking at regional flood risk assessment; town centre capacity; housing markets; housing land supply; green belt; transport constraints and opportunities; and green, community and physical infrastructure. Further liaison with (and testing the scenarios generated by) the National Housing and Planning Advice Unit will also be required as part of assessing the level and distribution of growth in the Region.

29. The second half of the year will involve the development and analysis of options, followed by policy development work to revise the Plan's policies (largely the sub area and housing policies). Throughout all these stages there will be a need to ensure we meet the requirements for Sustainability Appraisal, Strategic Environmental Assessment and carbon impact testing. A key emphasis will be placed on a GIS based approach.
30. Technical and policy development work on the RSS Review will be completed in 2008/09. Assembly agreement of a draft and publication for consultation will take place in late spring/early summer 2009.
31. A key element of work on planning throughout the period will be to develop closer working relationships with Yorkshire Forward, to foreshadow the ultimate replacement of RSS with the new single regional strategy (SRS). The key will be to ensure that the work undertaken on RSS review is a valuable input to the future single regional strategy. A further key theme of work will be to develop stronger links with local authorities and city region partnerships, to ensure that they are engaged fully – and their capacity utilised effectively and increasingly - in the RSS review.

Planning Delivery and Conformity

32. The primary emphasis of work in this area will be on the implementation of the Yorkshire and Humber Plan (RSS) and, in particular, the development of an 'Implementation Action Plan' to provide a framework for influencing other strategies, co-ordinating investment and supporting collaborative cross-boundary. This will need to relate to future thinking on an implementation plan for the future single regional strategy.
33. In addition, close working will continue with local authorities as they prepare their Local Development Frameworks (LDF) to secure general conformity with the RSS. A series of 'implementation guides' will be prepared to help local authorities prepare their LDF and to share good practice – with guides on settlement strategy, micro generation, flood management and biodiversity.
34. Responses to consultations on strategic planning applications will also play an important part in the implementation process. It is likely that the Assembly will be present at one or more Inquiries into significant development proposals in the coming year to ensure that the key regional spatial priorities are fed into the deliberations.

35. Monitoring change is essential if the Assembly is to help the implementation of RSS policies and to keep the regional policy framework up to date. More effective and intelligent links between monitoring and implementation work will be established. Work will continue to develop the GIS capability at the Assembly. GIS will help to monitor spatial patterns of activity and test options for strategy development that can then be used to guide long-term strategy.
36. From 2008 the RSS Annual Monitoring Report will monitor development against the new RSS. In 2008/09 work will need to be carried out to establish what data will be needed to enable an effective monitoring system to develop. This work will be linked to the move towards an Integrated Regional Monitoring Framework and a more forward-looking approach to monitoring. In this respect this work will prepare the way for the integrated monitoring and evidence base that will be needed for the future preparation of the single regional strategy.

Transport and Infrastructure

37. The joint working on transport between the Assembly and Yorkshire Forward that commenced in 2007 already provides an exemplar of the transition to new arrangements and this will be developed further in 2008/09, with a 'joint team' approach to advising the Transport Board. There will be three main strands of work during the year. The first relates to the RSS Review – regional assessments of both transport and wider infrastructure. Our focus on infrastructure will be broadened out to ensure that the RSS Review addresses issues of green, community and hard/physical infrastructure, as well as transport – all critical for accommodating growth and achieving more sustainable communities.
38. The 'mini'/interim review of regional transport funding priorities will be completed in April 2008 to ensure that the Region has prioritised enough schemes to secure funding from the current funding allocation for transport. A full review will then take place later in the year – as part of the next Regional Funding Allocations round and this will also link to the RSS review. Our prioritisation methodology will need to be reviewed, cost estimates refreshed and potential schemes assessed and prioritised.
39. Thirdly, there will be a focus on work to secure greater and more effective use of resources for transport and to find different ways of funding transport infrastructure. This will require particularly close working with Yorkshire Forward and other partners if this work is to continue to be of value post-SNR. Delivery issues will also be picked up as part of the Implementation Action Plan for the RSS. Strengthening the links between the Transport, Housing and Planning Boards will be

important to effectively prepare advice for Regional Funding Allocations process and ensure that transport pro-actively shapes RSS Review.

Future Work: Housing and Communities

40. The focus of the Regional Housing Board's activity next year will be on delivering the Regional Housing Strategy - working closely with planning colleagues to ensure that the growth agenda delivers the right sort of housing in the right locations.
41. There will be a number of key themes for the work around supporting delivery. The main focus will be on making sure that we 'raise our game' in terms of delivering affordable housing, particularly within the context of the growth agenda. This will involve practical work with Local Authorities to support them in developing and delivering robust policies, for instance around the use of Section 106 agreements.
42. One route for this will be the ongoing role of the Quality Places Forum, which we have established jointly with English Partnerships. The Forum brings together private sector developers and developing Housing Associations, to discuss how they can work with us to deliver regional strategies. The Forum will be considering affordable housing delivery as well as continuing its work around supporting the delivery of higher environmental standards.
43. There will also be a specific strand of support for delivery to improve private sector stock condition, largely through improving and rolling out effective home loans products. This will build upon the Board's commitment to develop a single loans scheme for the region, which is the route for all loan products. Work on delivering improved performance on Affordable Warmth will also continue, building on the improved evidence base that the region has recently developed and launched.
44. The Housing Board is also committed to continuing its work to increase and improve provision for Gypsy and Travellers. Work is planned with the communities themselves, with Local Authority members and with Housing Associations to help improve delivery in this area. This work will have a strong link to the RSS Implementation Plan and will lead to better provision for Gypsy and Travellers in areas of identified need.
45. There is also an ongoing important role for the Housing Board around investment advice to Ministers. Allocations for non Housing Corporation funding for 2009-10 and 2010-11 are currently provisional and may change. Any changes would require discussion and liaison with local authorities to identify where any reductions would take place. The

Assembly, through the Board, will ensure that investment advice to ministers is kept up to date. There will also be an important role for the Board in helping feed a housing perspective into the region's broader response to Government as part of the Regional Funding Allocations exercise.

46. Other key activities include improving the monitoring arrangements for the Regional Housing Strategy, further strengthening links with regional planning and delivering a research programme. We will also be working with partners to ensure continued delivery through a period of transition and change. In particular, the implementation of the Sub National Review and the development of the Homes and Communities Agency
47. Away from housing, there is also planned activity to take forward 'Yorkshire Promise', the region's inclusion framework. Working with Yorkshire Forward, we will be publicising the associated award scheme and working with voluntary sector bodies to allow them to share good practice more effectively.

Future Work: Regional Scrutiny

48. The Scrutiny Board will continue to review the delivery of the Regional Economic Strategy (RES) and in particular the work of Yorkshire Forward, undertaking two reviews per year - with a scrutiny enquiry on Climate Change already confirmed for Spring 2008. We will also continue monitor progress against the Action Plans for the Innovation and Employment reviews.
49. Supporting the development of new regional scrutiny arrangements will be a key part of our work, both in relation to accountability arrangements to be established by Parliament, and new arrangements to be led by local government. This will involve investigating and developing better joint working with MPs and Lords and the Regional Minister, and using different local authority groupings to support reviews. This will ensure a clearly identified role for non-Assembly members in the scrutiny process and lead to more confidence from key stakeholders in the work of Yorkshire Forward in leading delivery of the RES.
50. We will continue to work to promote awareness and knowledge of the scrutiny and accountability function, and engage and increase the participation of specific target audiences related to the topic of the review. This will involve the further development of on-line consultation and better engagement with business community in particular.

51. Monitoring delivery of the Action Plans for scrutiny reviews will increase understanding of the added value of regional scrutiny by partners and members. It will ensure improved delivery of the Regional Economic Strategy and provide an important source of intelligence for the regional evidence base to inform the development of the Single Regional Strategy
52. Other work will include relevant input to ongoing discussions about the development of regional scrutiny and accountability and ensuring on-going training and support for Scrutiny Board members.

Delivering for a Changing Region

53. Together the proposals set out in this plan do three things:
 - They provide **continuity** in the delivery of the core functions of the Assembly, which are essential if we are to secure sustainable growth;
 - They will ensure continued **confidence** in the operation of the regional structures to undertake the work of the region and make the decisions needed to take us forward; and
 - They start to build the foundations for **change** that will see Yorkshire and Humber successfully exploit opportunities arising from the Sub National Review.
54. We look forward to receiving support for this Business Plan and continuing our work in the coming year.

ANNEXES

ANNEX A Detailed Activity Plans

The tables include outputs and time targets for 2008/09, with Q1, Q2, Q3 and Q4 indicating in which quarter of the year completion of the activity is anticipated. More general indications are given for likely work areas in 2009/10 and 2010/11.

ANNEX B Summary Financial Details for 2008/09

ANNEX C Risk Assessment of Business Plan Activity and Mitigation Measures

ANNEX D Review of Progress and Achievements in 2007/08

CORPORATE ACTIVITY

Total Resource Input – 2008/09		
CLG Single Pot	Local Authorities	Other Funding
448	75	38

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Maintain ongoing and effective regional governance structures during the SNR transition period.	<ul style="list-style-type: none"> Maintain minimum 75% attendance at meetings. Maintain quality and performance targets for papers, minutes etc. 	<ul style="list-style-type: none"> Maintaining 'fit for purpose' structures - able to carry out regional business during the transition. Close and effective engagement of Assembly members maintained through transition. 	Executive Directors, Corporate Management Team, Business Services Team
Contribute to development of post-SNR arrangements	<ul style="list-style-type: none"> Respond to SNR Implementation consultation (Q1 2008/09). Work with partners to ensure that SEE partners are part of the new governance arrangements. Post SNR arrangements and implementation plan developed (Q3 and ongoing). 	<ul style="list-style-type: none"> Secure a successful transition to new regional arrangements post-SNR 	Executive Directors
Communicate Assembly work with Members and with the Region	<p>Produce a range of publications including:</p> <ul style="list-style-type: none"> Annual Report and summary (Q1) Four Issues of Essentials (One in each quarter - Qs1, 2, 3 and 4) Information Packs (updated Q2). Board Papers circulated to members and published on the web site and summaries of decisions circulated 2 days after. Using and responding to the media. Update and develop website as required (Q1, Q2 2008/09). 	<ul style="list-style-type: none"> Members fully engaged in and shaping Assembly business. Better and inclusive decision-making. Public and media aware of the continuing work of the Assembly during the transition period as necessary to transact business. All Assembly documents publicly accessible. 	Corporate Management Team, Communications Team, Executive Services Team
Develop and support Assembly staff	<ul style="list-style-type: none"> Maintenance of Staff Appraisal System linked to training needs assessment (Q1 2008/09 and annually) with annual Review (Q4) – linked to: Development of comprehensive approach to staff development, support and retention in the light of SNR (Q1 2008/09 and kept under review). 	<ul style="list-style-type: none"> To ensure that a high quality and motivated staff team is available to Assembly and retained for the region. Effective, professional Staff Team fully utilising skills and delivering business plan on target 	Corporate Management Team with strategic lead by Exec Directors.

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Ensure effective performance management	<ul style="list-style-type: none"> • Implement annual Audit Action Plans (Q1). • Achieve efficiency savings in business running costs year on year (annual monitoring Q4). 	<ul style="list-style-type: none"> • Effective and robust management of the organisation, ensuring it is efficient, fit for purpose and cost effective. 	Corporate Management Team with strategic lead by Exec Directors.
Deliver successful events	<ul style="list-style-type: none"> • Positive evaluation feedback from all events as recorded by participants. (Q1, Q2, Q3, Q4) 	<ul style="list-style-type: none"> • Events successfully used to deliver Business Plan outcomes (e.g. launch of Integrated Regional Framework - Q1 2008/09). 	Events Team working with Service Teams
Positively manage the Assembly visibility, reputation and relationships during the transition	<ul style="list-style-type: none"> • Liaison meetings with LGYH and SEE partners. • Maintain working relationships with City Region Partnerships and Sub-Regions. • Attend key partner events and forums that help inform and develop two-way communication on key regional issues. • Ongoing relationship with Regional Minister. (Q1, Q2, Q3, Q4) 	<ul style="list-style-type: none"> • Ensuring full engagement to deliver inclusive decision-making. • Effective relationship management to ensure smooth transition to new regional arrangements. • Two-way influence and communication with key partners locally, in sub-regions and city regions on key strategies. Achieving better alignment of strategy/ policy making in the region. 	Executive Co-ordination Team, Executive Directors, Corporate Management Team, Events Team, Communications Team

STRATEGY INTEGRATION, REGIONAL RESOURCE ALLOCATION AND POLICY DEVELOPMENT

Total Resource Input - 2008/09		
CLG Single Pot	Local Authorities	Other Funding
209	120	12

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
Implement the Integrated Regional Framework (IRF).	<ul style="list-style-type: none"> Launch the IRF (Q1, 2008/9) Implement and use IRF in Assembly strategy implementation and review processes and in their appraisal. (Q2, Q3, Q4) 	<ul style="list-style-type: none"> Contributing to progress against the 10 regional challenges identified in the IRF. Regional organisations taking account of IRF and delivering as appropriate. 	Head of Planning Strategy
Response to government consultations on Regional Funding Allocations.	<ul style="list-style-type: none"> Contribute to development of next round of Regional Funding Allocations advice (Preparatory work Qs2-3 and Submission of final advice in Q4 2008/09 – working with Yorkshire Forward and local authorities). 	<ul style="list-style-type: none"> Regional Executive Board brings partners together to agree priorities and endorse policy on behalf of the region. 	Executive Director and Heads of Service
Maintain sustainable development challenge function.	<ul style="list-style-type: none"> Sustainability appraisal and strategic environmental assessment of RSS review (Q2-Q4 2008/09). Ensure SD and climate 'challenge' to policy development in housing, planning and transport. Consider and develop arrangements for future of sustainable development function post SNR. (Q2, Q3, Q4) 	<ul style="list-style-type: none"> Contributing to a more sustainable region with progress being made against the 10 regional challenges identified in the IRF. Sustainable Development Board Successor Body developed with regional/government support. 	Strategy Integration & Sustainable Development Team and Board
Work with Yorkshire Futures on regional evidence base and monitoring.	<ul style="list-style-type: none"> Work with Yorkshire Futures to develop a single regional monitoring framework for regional strategies in line with IRF (Q1, Q2 2008/09). Work with and support Yorkshire Futures to develop a programme to secure common evidence base for regional strategies (Annual programme agreed Q1). 	<ul style="list-style-type: none"> Development of better indicators to monitor regional trends. Evidence base in place for development of Single Regional Strategy and to support policy development and implementation. 	Strategy Integration & Sustainable Development Team
Work with partners to support delivery of the Regional Climate Change Action Plan.	<ul style="list-style-type: none"> Complete Regional Climate Change Adaptation Study (Scoping study 2008/09, full study 2009). Report on the implementation of the Climate Change Action Plan to SD Board (Annually). Work with partners to determine future working arrangements on climate change post-SNR. 	<ul style="list-style-type: none"> Region has robust information to address major climate change challenges that threaten the sustainable development of the region. 	Strategy Integration & Sustainable Development Team

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
Work with partners on other environmental initiatives – energy, biodiversity and waste.	<ul style="list-style-type: none"> • Support work of Regional Energy Forum. Work with partners on implementation of the Regional Energy Infrastructure Strategy and development of new working arrangements post-SNR (by Q3 2008/09). • Work with the Regional Biodiversity Forum to complete/ launch Biodiversity Strategy (Q1, Q2 2008/09). • Preparation of RSS biodiversity implementation guide (Q1 2008/09). • Provide secretariat support to Regional Technical Advisory Board (RTAB). • Work with partners on a 'light touch' framework on waste that sets the future direction to where work should continue post-SNR. 	<ul style="list-style-type: none"> • Contribute to securing, low-carbon, affordable supplies of energy and greater awareness of opportunities/potential of micro-generation in the region. • Adoption of RSS policies on micro-generation in LDFs. • Contributing to delivery of biodiversity targets. • Contributing to attainment of regional/local waste targets. • Delivery of the agreed Memorandum of Understanding on Waste Data between the Environment Agency and YHA 	<p>Strategy Integration & Sustainable Development Team (on energy). Regional Biodiversity Co-ordinator/ Head of Planning Strategy (on biodiversity). Head of Planning Strategy/Planning Policy Manager (on waste).</p>
Support Assembly participation in external partnerships and Boards	<ul style="list-style-type: none"> • Support for YHA Member representation on the European Structural Funds Policy Management Committee, the European Strategy Board and on the Rural Board. • Support the work of the Regional Skills Partnership, and clarify Assembly role any successor Employment and Skills Body. 	<ul style="list-style-type: none"> • Contribute to implementation of European Structural Funds; effective alignment of education/ skills policy; and co-ordination /delivery of services in rural areas and relating to European strategy. 	<p>Economy and Skills Manager Head of Housing & Communities</p>

PLANNING AND TRANSPORT

Total Resource Input - 2008/09		
CLG Single Pot	Local Authorities	Other Funding
984	0	87

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Finalise the Yorkshire and Humber Plan – the Regional Spatial Strategy.	<ul style="list-style-type: none"> Support the dissemination of information on the final Plan following publication (Q1 2008/09). Publish 'At a Glance Guide' to the Plan within 3 months of publication by SOS/GOYH (Q2 2008/09). 	<ul style="list-style-type: none"> Contribute to securing RSS objectives for change in the region. 	Head of Planning Strategy
Review the Yorkshire and Humber Plan Focussing on levels of housing growth, locations for growth and infrastructure for growth.	<ul style="list-style-type: none"> Agree and submit a project plan for the Review in April 2008 (Q1 2008/09). Work with Yorkshire Forward and other regional partners to continue and undertake <i>essential evidence base development</i> by September 2008 on regional flood risk assessment; town centre capacity; housing markets; housing land supply; green belt; transport constraints and opportunities; and green, community and physical infrastructure. (Q2 2008/09) Develop and analyse options and revise policies (by April 2009). (Q4 2008/09) Fulfil Sustainability Appraisal, Strategic Environmental Assessment and Habitats Directive Assessment requirements. Work with partners (particularly Yorkshire Forward, local authorities and city region partnerships) to agree RSS review in June 2009. (Q1 2009/10) Submit RSS review in July 2009 and launch public consultation. (Q2 2009/10) Input to Examination in Public in February 2010. (Q4 2009/10) Respond to SOS Proposed changes. (Q2 2010/11) Work with partners – particularly Yorkshire Forward – to develop new arrangements for the development of the Single Regional Strategy and how RSS work carries forward into it (Q3 2008/09). 	<ul style="list-style-type: none"> A well managed review programme with clear timetable, responsibilities, work focus and a statement for public participation. A Review process that focuses on the issues of scale of growth, locations for growth and infrastructure for growth and acts as a continuous development of the Plan rather than a wholesale review. A review that has tested the scenarios generated by the National Housing and Planning Advice Unit and the eco-town and growth point bids. A review that has a clear relationship to (and is carried forward into) the development of the new Single Regional Strategy and post-SNR relationships. 	Head of Planning Strategy

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Implement the Yorkshire and Humber Plan	<ul style="list-style-type: none"> Finalise an Implementation Action Plan (Q1 2008/09). Contribute to development of City Region Development Programmes (timescales dependent on City Region Partnerships). Feed into review of the Regional Housing Strategy (2009/10) and joint Housing and Planning Board work on affordable housing and accommodation needs of gypsies and travellers (Q4 2007/08). 	<ul style="list-style-type: none"> Influencing the priorities in other strategies, improved co-ordinating of investment and greater collaborative working and alignment of sub-regional strategies and programmes. Implementation roles and activities detailed in the Plan are being realised and delivered. 	Head of Planning Strategy
Ensure local development frameworks and major development proposals support implementation of RSS.	<ul style="list-style-type: none"> Provide ongoing advice and assistance to local authorities in preparing their local development frameworks. <p><u>Key deliverables:</u></p> <ul style="list-style-type: none"> Prepare policy implementation guides for LDFs (flood risk, micro-generation, settlement strategies, affordable housing and biodiversity – Q4 2008/09). Review regional protocol on roles in the planning system (Q4 2008/09); review systems for commenting on planning applications and development frameworks (Q4 2008/2009). <p><u>Key services provided and standards:</u></p> <ul style="list-style-type: none"> 100% response rate to LDF Core Strategy Preferred Options consultations; 100% response rate to statements on general conformity of development plan documents within deadline; YHA represented at 'Examination' of local development plan documents where required (up to 13 Core Strategy Examinations in 2007/08). Support YHA case in Public Inquiries into major planning applications as required. Respond to requests for pre-application discussions on major proposals -100% responses within time. 	<ul style="list-style-type: none"> RSS being implemented (and objectives achieved) through local authority development plan documents and major development proposals. More streamlined working between YHA and local authorities and shorter inquiries into local authority development plan documents. A system in operation that continues to coordinate effectively with the role of Government Office and Yorkshire Forward and that has the support of local authorities and other regional stakeholders. Statutory performance targets for Regional Planning Body met. 	Head of Planning Delivery and Conformity
Monitor the implementation and delivery of RSS	<ul style="list-style-type: none"> Contribute to the development of the Integrated Monitoring Framework during 2008/09 (leading to joint publication of RSS Annual Monitoring Report and 'Progress in the Region' regional monitoring report in Q4 2008/09) Production of Annual RSS Monitoring Report (Q4 each year), jointly launched with Progress in the Region in February 2009. 	<ul style="list-style-type: none"> Assessing whether RSS is being implemented. Contributing to on-going evidence base for development of Single Regional Strategy. 	Head of Planning Delivery and Conformity

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Delivery of Regional Transport Strategy (RTS).	<ul style="list-style-type: none"> • Input to the RSS Implementation Action Plan to cover transport delivery (Q1 2008/09 and ongoing). 	<ul style="list-style-type: none"> • Improvements to transport infrastructure in line with RTS and RFA priorities. • More sustainable travel choices being made. 	Head of Planning Strategy
Regional Transport Priorities.	<ul style="list-style-type: none"> • Short-term review of regional transport funding priorities (completed by April 2008). • Development of regional evidence base during 2008/09 as input to the RSS review (see above) and the Regional Funding Allocations work (see below). • Prepare full review of transport funding priorities as part of Regional Funding Allocations process (to meet DfT deadline – to be advised, but likely by Q4 2008/09). 	<ul style="list-style-type: none"> • Transport investment in the region meeting the regions needs and delivering regional priority outcomes. 	Head of Planning Strategy
Contribute to the Northern Way.	<ul style="list-style-type: none"> • Attend and input to quarterly meetings of the Northern Way Transport Compact. 	<ul style="list-style-type: none"> • Ensuring the Northern Way reflects regional priorities and benefits the region. 	Head of Planning Strategy

HOUSING AND COMMUNITIES

Total Resource Input - 2008/09		
CLG Single Pot	Local Authorities	Other Funding
293	27	150

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Maintain and update the Regional Housing Strategy and associated investment plan.	<ul style="list-style-type: none"> • Work with sub-regions to develop future funding programmes to ensure accurate/timely investment advice to ministers. • Produce advice to ministers on non-Housing Corporation investment for 2009-10. • Provide housing input into review of RSS. • Produce a clear RHS delivery plan integrated with the RSS implementation plan. • Work with partners to ensure transition to new arrangements with HCA and the implementation of the SNR. 	<ul style="list-style-type: none"> • Funding directed to meet region's strategic priorities. • A clear link between the review of RSS and housing investment • Delivery of the strategy 	Head of Housing
<p>Work to deliver the RHS in the following areas:</p> <p>Supporting People</p> <ul style="list-style-type: none"> • Work with practitioners/ partners to establish structures to allow SP providers to feed into regional decision making • Work with partners to assess regional impact of reductions to Supporting People programme • Work with partners to make sure fair access issues have profile in any new arrangements <p>Gypsies and Travellers</p> <ul style="list-style-type: none"> • Ensure good quality provision for Gypsies and Travellers where there is an identified need. • Manage the bidding round for programme for new and existing Gypsy and Traveller sites • Work with partners to deliver Gypsy and Traveller Action Plan. <p>Improving Private Sector Stock</p> <ul style="list-style-type: none"> • Work with partners to establish Private Sector Loans Steering Group and to ensure better take up of Regional Loans Fund. 	<ul style="list-style-type: none"> • Provision for vulnerable groups effectively integrated with capital investment. • Baseline understanding of the pattern of SP funding in the region, and understanding of potential budget reductions. • Profile for Supporting People issues in any new arrangements. <ul style="list-style-type: none"> • Accurate and strategy led advice being submitted to Government. • Increased and higher quality Gypsy and Traveller provision in areas where there is an identified need. <ul style="list-style-type: none"> • LAs reaching decent homes targets for private sector housing by 2010. 	<p>Head of Housing</p> <p>Head of Housing</p> <p>Head of Housing</p>	

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Promoting the use of higher environmental standards Improving Affordable Housing Delivery	<ul style="list-style-type: none"> • Work with Housing Associations to deliver higher environmental standards. • Work with private sector developers, through the Quality Places Forum, to help them implement sustainable construction standards. • Launch themed best practice guide on delivering housing in rural areas • Training ion improved delivery in rural areas. • Work through the RSS Implementation plan to encourage consistency of s106 agreements 	<ul style="list-style-type: none"> • Increase in housing which also helps the region meet its agreed climate change objectives. • Ensuring that the region has a good supply of new affordable homes, accessible to all – both through Housing Corporation programme and the planning system. 	Head of Housing Head of Housing
Deliver the region's Affordable Warmth Action Plan	<ul style="list-style-type: none"> • Coordinate and support implementation of Action Plan (6 monthly reports to RHB) • Further research 'real costs' of fuel poverty • Work with partners to raise profile of the issue. • Updating evidence base on Affordable Warmth for partners. • Annual RAW conference to (winter 2008-9) 	<ul style="list-style-type: none"> • Radical improvement in dealing with fuel poverty in our region. • National and regional policy helping address fuel poverty. 	Head of Housing
Monitor delivery of the RHS	<ul style="list-style-type: none"> • Implement new monitoring framework for RHS • Further integrate monitoring framework with monitoring arrangements of RSS 	<ul style="list-style-type: none"> • A clear understanding of the impact that RHB investment is having 	Head of Housing
Strengthen the links with regional planning	<ul style="list-style-type: none"> • Hold annual 'housing and planning conference' • Joint meetings of Board Chairs twice annually. • Joint papers submitted to Board (3x annually) • Work to ensure that post-SNR arrangements continue to align housing and planning. 	<ul style="list-style-type: none"> • Better joined up working in areas of relevance leading to better delivery 	Head of Housing
Working to ensure effective transition to new arrangements	<ul style="list-style-type: none"> • Work to influence the emerging HCA to ensure a full voice for regional and local stakeholders. • Involvement of housing stakeholders in the discussions about future models for delivery. 	<ul style="list-style-type: none"> • Effective future arrangements that reflect the region's priorities 	Head of Housing

REGIONAL SCRUTINY

Total Resource Input - 2008/09		
CLG Single Pot	Local Authorities	Other Funding
248	0	11

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom/when
Support the Scrutiny Board to undertake an innovative programme of scrutiny of the Regional Economic Strategy	<ul style="list-style-type: none"> Undertake two in-depth scrutiny reviews per year. Climate Change review confirmed (Q1,Q2 2008-9); regeneration of Yorkshire and Humber provisionally planned (Q3,Q4 2008/9) Annual review of scrutiny topics and timetable to be agreed by YHA and Yorkshire Forward Board (by end Q2 each year). Identify topics and timetables for future scrutiny reviews for 2009/10 including taking account of issues raised in the IPA Improvement Plan. Scrutiny publication focussing on the benefits of reviews "on the ground" (Q1 2008). 	<ul style="list-style-type: none"> Increased accountability for issues/ opportunities identified by scrutiny reviews. A clearly identified role for non-Assembly members in the scrutiny process. More confidence from key stakeholders in the work of YF in leading delivery of the RES. Implementation of an effective programme of scrutiny into key topics, ensuring YHA/NAO activities are mutually reinforcing. Scrutiny reports that can be easily understood and interpreted by the public. Increased involvement of key regional partners in specific reviews. Increased senior level commitment to scrutiny by YF Board members and increased awareness within YF of the role of scrutiny. 	Head of Scrutiny
Development of on-line consultation for reviews and better engagement with business community.	<ul style="list-style-type: none"> On-line consultation systems in place for all scrutiny reviews (from Q1 2008 onwards). 	<ul style="list-style-type: none"> Assisting YF to lead improved delivery of RES by YF and partner organisations. A clear/shared understanding of YHA responsibilities and role others can play in the scrutiny process. 	Head of Scrutiny
Better monitoring of the delivery of agreed action plans.	<ul style="list-style-type: none"> Yorkshire Forward to continue to produce and present bi-annual summaries of progress against action plans. (On-going from Q1 2008/09 onwards) 	<ul style="list-style-type: none"> Increased understanding of added value of regional scrutiny by partners and members. Improved delivery of the Regional Economic Strategy by Yorkshire Forward and partners. 	Yorkshire Forward and Head of Scrutiny
Work to support new regional/ Parliamentary Scrutiny arrangements	<ul style="list-style-type: none"> Developing links with MPs, Lords and the Regional Minister (On-going from Q1 2008/09) 	<ul style="list-style-type: none"> Helping ensure new arrangements for scrutiny meet the needs of the region. 	Head of Scrutiny

SUMMARY FINANCIAL DETAILS FOR 2008/09

	Source of Funding			
	CLG Single Pot	Local Authorities	Other Funding (see note *)	Total
	£'000	£'000	£'000	£'000
Expenditure on				
Corporate Activity	448	75	38	561
Strategy Integration, Regional Resource Allocation and Policy Development	209	120	12	341
Planning and Transport	984	0	87	1,071
Housing and Communities	293	27	150	470
Regional Scrutiny	248	0	11	259
TOTALS	2,182	222	298	2,702

Note * Other Funding includes Housing Research Grant (£133k); Interest Receivable (£65k); Draw-down from the Assembly's own 'ring-fenced' Planning Reserve (£48k); Office Rental Income (£35k); and Services of Staff (£17k)

Risk Assessment of Business Plan Activity and Mitigation Measures

	Risks identified	Management of Risk
Corporate Activity	<ul style="list-style-type: none"> • Delivery of the Business Plan will depend on maintaining the function and credibility of the Assembly's governance structures during the transition. • Uncertainties about SNR could lead to loss of expert staff, high staff turnover and reduce our capacity to deliver the Business Plan. • Continuity and adequacy of funding is critical to Business Plan delivery. Funding reductions would prejudice delivery in a number of critical areas. 	<ul style="list-style-type: none"> • Assembly Management will mitigate this risk by working with Board Chairs to maintain Member engagement, ensure effective communication and maintain high quality expert support to Boards. • The Assembly will mitigate this risk by taking a comprehensive approach to staff development, support and retention and working with partners to manage transition. • The Assembly will work with LGYH, Government Office (on behalf of CLG) and partners to ensure adequate funding to maintain work during the transition to post-SNR arrangements.
Sustainable Development and Strategy Integration	<ul style="list-style-type: none"> • Implementation of the Integrated Regional Framework (IRF) may not be fully effective, given that this will depend on the willingness of members to use the Framework to help guide decision-making and for the future development of the Single Integrated Regional Strategy. • There is a risk that progress is not maintained in sustainable development and energy issues in the light of reductions in CLG funding. • The proposed changes in regional structures could reduce engagement/commitment of regional partners to current Sustainable Board arrangements. 	<ul style="list-style-type: none"> • The Assembly will undertake an effective launch of the IRF and work to publicise and engage regional partners its implementation. • The Assembly will be clear on priorities/expectations in this area of work and maximise available partner/government funding. The Assembly will press DEFRA to ensure adequate additional resource for this work. • The Assembly will work with partners to help develop robust structures for future sustainable development work, alongside ensuring effective current activity.
Planning and Transport	<ul style="list-style-type: none"> • Slippage to the RSS Review timetable could occur given the significant amount of work to be undertaken in a relatively short period. • There is a risk of lack of stakeholder input to the RSS Review • There is a risk that focus might weaken on delivering and implementing the Yorkshire and Humber Plan given the pressure of the need to complete a new Review. 	<ul style="list-style-type: none"> • The Assembly will develop an effective and focussed project plan, oversee progress against the plan and prioritise resources to the RSS Review. • The Assembly will maximise the use of its Forums and Advisory Groups and City Region Structures to ensure wide stakeholder engagement. • The Assembly will produce an Implementation Action Plan to ensure pro-active working, liaison and communication with regional partners about the Plan and market the RSS Review as a continuous development of the Plan rather than a wholesale review.

	Risks identified	Management of Risk
	<ul style="list-style-type: none"> • Much of the timing and scale of need for planning conformity activity will be dependent on progress with local development frameworks and the number of major development proposals. 	<ul style="list-style-type: none"> • The Assembly will undertake continued liaison with local authorities and Government Office about the likely timing of major phases of work.
	<ul style="list-style-type: none"> • The preparation of the RSS Annual Monitoring Report is reliant on capturing good quality data, on time, from a number of sources, including local authorities. 	<ul style="list-style-type: none"> • The Assembly will continue to work closely with partners to ensure maximum alignment of monitoring systems.
	<ul style="list-style-type: none"> • The Regional Funding Allocations Review will require extensive stakeholder engagement to ensure it is robust and has wide support. 	<ul style="list-style-type: none"> • The Assembly will ensure effective planning through its Board and the use of networks to stimulate input and discussion.
Housing and Communities	<ul style="list-style-type: none"> • Sub Regional partnerships may fail to deliver the outcomes as set out in housing investment strategy. 	<ul style="list-style-type: none"> • The Assembly will continue to build relationships with sub regional partnerships and develop and implement effective monitoring strategy.
	<ul style="list-style-type: none"> • There is a risk of loss of staff as a result of uncertainty regarding SNR and the establishment of the Homes and Communities Agency (HCA). 	<ul style="list-style-type: none"> • The Assembly has a staff development and retention scheme in place. Ongoing negotiations to develop successor arrangements and identify destination organisations will be underway. The Assembly will build relationships with emerging HCA and other relevant bodies.
	<ul style="list-style-type: none"> • Activity in specific areas may not be delivered (e.g. supporting people, gypsies and travellers) and partner confidence may be lost in these areas. 	<ul style="list-style-type: none"> • By concentrating activity on core business the Assembly's Business Plan already directs resources to these areas and ensures continued focus by Housing Board so maintaining buy in etc.
	<ul style="list-style-type: none"> • There is a risk that accelerated housing numbers may not be delivered as required. 	<ul style="list-style-type: none"> • Initiatives to improve housing delivery are central to the Assembly's Business Plan. Proposals are also included for monitoring outcomes and further strengthen links with regional planning function.
	<ul style="list-style-type: none"> • If transition arrangements are not delivered effectively there could be a hiatus in work and loss of regional housing capacity. 	<ul style="list-style-type: none"> • The steps that the Assembly will take on staff retention are set out above. In addition, the Board will continue to have inclusive, representative membership that will secure 'buy-in' during the transition and beyond.
Scrutiny and Accountability	<ul style="list-style-type: none"> • Proposed changes in regional scrutiny could erode confidence in current processes and fail to deliver appropriate results for established work. 	<ul style="list-style-type: none"> • The Assembly will work to ensure full Member and Partner engagement in development and delivery of the process and adequate monitoring of actions arising from scrutiny reviews.
	<ul style="list-style-type: none"> • Reducing/removing external Scrutiny during the transition risks reducing the profile, role and value of Scrutiny in the region. 	<ul style="list-style-type: none"> • As above, plus the Assembly will ensure effective communications/engagement to ensure regional commitment to current scrutiny.
	<ul style="list-style-type: none"> • There is a risk that the proposed changes in regional scrutiny arrangements will reduce the engagement/commitment of Yorkshire Forward to the process. 	<ul style="list-style-type: none"> • The Assembly will work with Yorkshire Forward and regional partners on dovetailing developments in future with current scrutiny activity.

REVIEW OF PROGRESS AND ACHIEVEMENTS IN 2007/08

1. Our 2007/08 Business Plan focused on planning, transport, housing, scrutiny and accountability, and strategy integration and sustainable development. Below we summarise achievements in the year.

Key Achievements in Corporate Activity

2. During the year an external review of the effectiveness of the Assembly's governance arrangements was undertaken. The report found that arrangements were working well and fully supported. In the light of the transition the review also highlighted a number of challenges for the year ahead that have been useful in shaping the work set out in this plan.
3. We continued to develop effective communication with members and the region. The Assembly newsletter '*Essentials*' and the associated '*Mini-Essentials*' are well received. Other publications have included our Annual Report and, through support for the work of Yorkshire Futures, the 'Progress in the Region' report. We also have good relations with the local press and have achieved a higher level of significant positive coverage, particularly in relation to the Yorkshire and Humber Plan (RSS), Scrutiny and Sustainable Development issues this year.
4. The Assembly has continued to build effective working relationships with Regional MPs, Peers and MEPs and has established links with the new Regional Minister. This work has involved two parliamentary receptions, focusing on transport and housing and planning. The Regional Minister also addressed the Assembly's Policy Conference in October 2007.
5. Within the Assembly secretariat a staff development and review programme has been in place this year. A staff 'homeworking' scheme has also been in operation and is making more effective use of our staffing and building resources. We have continued to review our performance managements systems, including implementing the Audit Action Plan. A number of development days and activities have been held to help staff respond positively in this time of significant change.

Key Achievements in Strategy Integration and Sustainable Development

6. Early in the year consultation on the emerging draft Integrated Regional Framework took place. Further worked then followed to develop a more challenging and focussed document, which the Assembly agreed at its

December 2007 meeting. Further liaison with DEFRA and the Sustainable Development Commission, together with further Sustainability Appraisal and fine tuning will see the IRF completed in 2008.

7. The Assembly has continued to host Natural England's Regional Co-ordinator. Significant progress has been made this year on the development of a Biodiversity Strategy - with a major stakeholder event taking place and the preparation of a consultation document, which was sent out in December. The Strategy is on track for completion in 2008.
8. Other work undertaken includes completion of the discussion paper to help support Local Authorities monitor and measure emissions, as part of the new Local Government Performance Framework, due in April 2008. This is to be supplemented by two workshops in March 2008, for all Local Authorities, to assist with implementation of the relevant climate change mitigation indicators. In addition, a major piece of work on a Regional Adaptation Study on climate change was initiated in December 2007.
9. The Assembly continues to support the work of the Regional Energy Forum, which has overseen the completion of reports on a 'Vision for Biomass' and the 'Status of Biofuels'. Two separate region-wide launches for each of these reports, in conjunction with Yorkshire Forward, are to take place early in 2008. The Forum continues to be involved in the implementation of the Regional Energy Infrastructure Strategy and in continuing work on the future of clean coal technologies.

Key Achievements in Planning and Transport

Planning Strategy

10. A key milestone was reached in the preparation of the Yorkshire and Humber Plan (RSS), with the publication of the Government's 'proposed Changes'. This required considerable further work during the year to consider these proposals, including further policy development activity and extensive consultation and debate with regional partners. The Assembly agreed and submitted its response in December 2007.
11. The Assembly's Regional Planning Board has agreed the broad scope of the project plan for the review of RSS, required by the Housing Green Paper. Further work on the project plan will draw on lessons learned through the RSS evaluation study completed early in 2007.
12. Significant progress has also been made during the year with major studies to inform the delivery and review of RSS. This has included work on sand and gravel, strategic housing market area and land availability

assessments, waste and migration. The annual reports of the Regional Aggregates Working Party (RAWP) and the Regional Technical Advisory Board on Waste (RTAB) have been completed and endorsed.

13. Inputs have been made to consultations on the Planning White Paper, Integrated Regional Framework and Water Framework Directive. Involvement in sub-regional officer groups has been expanded to include North Yorkshire and an emerging Humber group. Both the Regional Planning Forum and Technical Advisory group have continued to support the Planning Board and secure wider engagement with regional partners.

Planning Delivery and Conformity

14. The Assembly has continued to work with local authorities to ensure that Local Development Frameworks and major planning applications help implement RSS. Procedures are in place for responding to consultations on planning applications and a series of workshops with local authorities and Natural England was held to help to develop this work further.
15. The 2006 Yorkshire and Humber Plan (RSS) Annual Monitoring Report was published in March 2007. Work on the next AMR is well underway and will be completed, on target, by the end of February 2008.

Transport and Infrastructure

16. In its first full year of operation significant effort has been put into developing the role of the Regional Transport Board and its links with the city and sub regions, and this has included presentations to the Board on three city region transport visions. A 'dinner' and an 'away day' have helped to develop the Board's capacity. Close co-ordination and joint working with Yorkshire Forward has developed further in 2007, providing a positive framework for the future implementation of the SNR.
17. Key activity has focused on delivery of the Regional Transport Strategy (RTS) and its priorities. The Board has supported three major transport infrastructure schemes during the year - the first phases of bus rapid transit schemes both in Leeds and in Sheffield-Rotherham; and an improved access road to Immingham port). These will make a significant contribution to the delivery of the RTS and the wider spatial priorities of the RSS. A mini-review of transport funding priorities is underway to bring forward additional schemes to ensure that the region's transport investment programme delivers over the short, medium and longer term.
18. Continued involvement in the Northern Way and responses to Government consultations (including responses to the Regional Rail

Planning Assessments, the East Coast Mainline and the Rail White Paper) have focused on making sure the Region's transport needs are considered. Work will be completed early in 2008 looking at the climate change implications of transport interventions in the Region.

19. Work is now looking at critical regional infrastructure. Over the year we have participated in Yorkshire Forward's Regional utilities group and city regional work on integrated infrastructure. Early thinking on a regional infrastructure study is being developed as part of RSS Review work.

Key Achievements in Housing and Communities

20. The Housing Board continues to work well. The structures have the full confidence and engagement of members and the Board has showed itself capable of making difficult decisions around priorities.
21. The most significant achievement for the first half of 2007-08 was the submission of advice to ministers on housing investment. The advice, which sets out funding priorities for housing in the region for the period 2008-11, was set out in a document called 'Delivering Real Change'. This has been extremely well-received both inside and outside the region, and has helped the Board develop a high profile nationally.
22. There has also been some excellent work around specific themes set out in the business plan. On gypsy and traveller issues, recommendations have been made to ministers on investment to increase and improve site provision in the region. There has also been work with Planning Aid and gypsy and traveller community members to produce and launch a guide to the planning system for the community. Further work is at a planning stage working with local authorities and gypsies and traveller to improve provision. This work is being driven forward by an implementation group, which has strong representation from gypsy and traveller representatives.
23. There has also been excellent progress on affordable warmth issues - particularly around lobbying and establishing a common evidence base on affordable warmth for the region. In December 2007 the region launched 'Cold Hard Facts' – a report into the scale and nature of fuel poverty. The next stage will be the production of local level information.
24. The other key achievement has been the establishment of the Quality Places Forum, working jointly with English Partnerships, which brings together private sector developers, and developing housing associations to engage with regional strategies. The Forum met in May and November and is proving an invaluable route to engaging developers in discussions.

25. Another major landmark this year was the completion and launch of 'Yorkshire Promise' – the region's statement on inclusion. Work with partners will see this theme continue in 2008-09, with the associated Julian Cummins memorial bursary scheme.

Key Achievements in Scrutiny

26. The Employment Scrutiny Report and its recommendations were agreed by the Scrutiny Board (in April 2007) and the Assembly at the AGM (in July 2007) before being distributed widely. The Review of the Rural Economy has largely been completed, with a report and recommendations to be presented to the Assembly in February 2008.
27. The next review, into Climate Change, also began in January 2008, with a Public Hearing planned for March 2008.
28. As part of the agreed scrutiny monitoring arrangements Yorkshire Forward reported back to the Scrutiny Board in June 2007 on innovation and in January 2008 on employment.
29. A Scrutiny promotional publication was published and distributed with targeted letters in May 2007. This received good feedback and a number of requests for extra copies. This was also distributed to all 380 members of Yorkshire Forward staff to increase awareness of scrutiny.
30. Feedback from the review of the pilot 'on-line' consultation for Employment led to a new style online consultation for the Rural scrutiny review. Focus groups, meetings with the Federation of Small Businesses and Chambers of Commerce and a community focus group with the Rural Community Council also took place for the rural review, along with the normal consultation with Assembly members throughout the process.
31. Through the English Regions Network, a scoping meeting has been held with the clerk responsible for the planned Regional Committees. Also, nationally, it is pleasing to note that our scrutiny work was chosen as one of only two Assembly case studies for national research undertaken by the Centre for Public Scrutiny. In February 2008 the Assembly also gave evidence to the House of Commons Modernisation Committee examining future Parliamentary Regional Scrutiny arrangements.