

REGIONAL EXECUTIVE BOARD MEETING

2 OCTOBER 2008: 1.00PM – 1.30PM

COMMITTEE ROOM C, COUNTY HALL, WAKEFIELD

AGENDA

1. Welcome, Introductions & Apologies
2. Minutes of the Last Meeting – 4 September 2008 Attached
3. Matters Arising Verbal

BUSINESS ITEMS

4. Half-Year Review of Business Plan and Budget Attached
5. Any Other Business

Date of Next Meeting: 6 November 2008

**MINUTES OF THE REGIONAL EXECUTIVE BOARD MEETING:
4 SEPTEMBER 2008**

	ACTION
<p>1. Welcome, Introductions and Apologies</p> <p>The Chair welcomed everyone to the meeting and apologies were noted. A full attendance list is attached as Annex A.</p>	
<p>2. Minutes for Approval</p> <p>The minutes of the Regional Executive Board meetings held on 22 May and 26 June were both agreed as accurate records.</p>	
<p>3. Matters Arising</p> <p>There were no further matters arising other than those listed.</p>	
<p>4. Review of Sub-National Economic Development and Regeneration (SNR)</p> <p>Sue Jeffrey introduced the item and asked Members to consider activity relating to the SNR and comment on the 'next steps' listed in the report.</p> <p>Cllr Arthur Barker, Chair of LGYH, informed Members that the LGYH Leaders' Board had, that morning, agreed to recommend to the full LGYH a timetable to move to new governance arrangements by 1 April 2009.</p> <p>Members raised the following points:</p> <ul style="list-style-type: none"> • Whether the Government is committed to making a decision to implement SNR given that a General Election may be called before legislation is in place – so does the Region need to make changes by April? • Whether the Executive Board should endorse this decision given that there had been no opportunity for a substantive discussion at this meeting. • That continuing existing arrangements post April 2009 could damage the reputation of the Region and its ability 	

to influence Government

- The desire to continue to involve SEE Partners in the development of the new structures.
- That having a definite timescale could be beneficial to promoting sensible and constructive discussions that take into consideration the implications for Assembly staff.

Members agreed to endorse the recommendation of the LGYH Leaders' Board and recommend that the next full Assembly meeting on 2 October support the move to new governance arrangements by 1 April 2009.

It was also noted that the Chair of the Assembly should attend LGYH Leaders Board Meetings in the future.

5. Assembly Transitional Arrangements

Members considered a report setting out progress in relation to transitional arrangements. In discussion it was noted:

- That David Curtis has been appointed the new Regional Director of the Homes and Communities Agency; and
- That we are still waiting for a full response from CLG on their responsibility for wind-up costs but CLG had indicated informally that they did not expect these to be excessive

Members noted the update.

6. Final Statement of Accounts 2007/08 and Audit Report

Members considered the findings of the 2007/08 audit presented by Audit Manager, Simon Dennis.

Minor typographical errors were noted in the Annual Governance Report as follows:

- Page 3, paragraph 6 – "Audit Committee" should read "Regional Executive Board"
- Page 6, paragraph 14 – second to last bullet point should read "Note 12" rather than "Note 10".

Members noted the following:

- That the Audit Commission charged fees of £16,000
- That the Assembly have always used the Audit Commission to complete their annual audit.

- That the annual accounts had taken account of inflation – in particular for energy costs.

Members noted the findings of the audit report and agreed to recommend the final statement of accounts to the full Assembly.

7. RSS Implementation Action Plan 2008/2009

Richard Wood introduced this item and asked Members to endorse the RSS implementation priorities for 2008/2009.

In discussion Members raised the following points:

- Social housing should be mentioned more explicitly in the priorities.
- Although house building has slowed or stopped in a lot of areas, the demand for affordable housing is greater than ever – in light of this, priorities i & ii are inadequate.

It was noted that the RSS Implementation Plan was necessarily a high-level document. Detailed work looking at how the Region should respond to the housing crisis was being undertaken by the Housing Board and the outcome will be reported to a future meeting.

Members agreed to endorse the priorities but requested that the Planning and Housing Boards also look at specific social/affordable housing issues in terms of the current economic climate.

8. RSS '2009 Update' – Progress Report

Richard Wood introduced this item and asked Members to note progress on the review of RSS and publicise the options stage of the RSS review.

Members noted progress and agreed to give their support in these two areas.

9. Regional Funding Advice 2008

Sue Jeffrey introduced this report and asked Members to note the process and timetable for the development of Regional Funding Advice (RFA).

Members asked for clarification on the following points:

- Whether there was any scope to amend the report to give final sign off to the new Regional Board. It was noted that as work on the RFA was due to be completed by 31 March 2009 it would need to be done under the existing arrangements. The report already proposed the Regional Board as well as the Assembly Executive Board and Yorkshire Forward Board would need to agree the RFA submission.
- Whether the Regional Funding Advice will reflect the priorities of the Single Regional Strategy (SRS). It was noted that the RFA submission will be based on existing strategies but inevitably also influence the SRS in the future.
- Whether the RFA is necessary given that it will be happening ahead of the development of the SRS. It was noted that the last round of advice was three years ago and this new exercise was for a new funding period.
- Whether the Chief Executives' Group should be represented on the RFA Coordinating Group.

Members noted the process and timetable for development of the Regional Funding Advice and agreed that a representative of the Chief Executives' Group should be represented on the RFA Coordinating Group.

10. Report Back from the Boards

Members noted the activities and decisions of the Assembly's Functional Boards since 10 April.

11. Any Other Business

It was noted that Yorkshire Futures have recently released their report on Communities, Perceptions and Civic Participation and copies were available for Members at the meeting.

There was no other business.

Date of Next Meeting: 6 November 2008

Emma King, Business Services Officer
September 2008

Attendees

Cllr Peter Box	Chair
Cllr Carl Minns	Hull and Humber Ports City Region Partnership
Cllr Stephen Parnaby	Humber Local Authority Partnership
Cllr Andrew Carter	Leeds City Region Partnership
Cllr Arthur Barker	North Yorkshire Local Authority Partnership and Chair of Local Government Yorkshire and Humber
Cllr Kris Hopkins	Regional Housing Board
Cate Hammond	Regional Planning Board
Bill Adams	SEE Partner Group
Naheed Arshad Mather	SEE Partner Group
Michael Noble	SEE Partner Group
Cllr Roger Stone	South Yorkshire Local Authority Partnership
Cllr Robert Light	West Yorkshire Local Authority Partnership

Observers

Margaret Jackson	Government Office
Paul Rogerson	Regional Chief Executives Group

Visitors

Simon Dennis	Audit Manager
Elizabeth Wharton	Auditor

Staff

Sue Jeffrey
Chris Martin
Emma King
Mark Shaw
Iain Lovell
Rob Warm
Richard Wood

Apologies

Felicity Everiss	Government Office
Cllr Mark Kirk	Regional Transport Board
Cllr John Weighell	Rural Local Authorities
Patricia Farrell	SEE Partner Group
Penny Hemming	SEE Partner Group
Paul Jagger	SEE Partner Group (Deputy)
Cllr Paul Scriven	Sheffield City Region Partnership
Tom Riordan	Yorkshire Forward

HALF-YEAR REVIEW OF BUSINESS PLAN AND BUDGET

For Decision

- To endorse the half-year review of performance against the approved Business Plan.
- To note the half-year position for the 2008-09 budget.

Background

1. At the Assembly meeting held on 7 February 2008 Members agreed the current Assembly Business Plan - '*Continuity, Confidence, Change*' – together with the associated budget for the financial year 2008/09.
2. The Business Plan was also subject to agreement with the Government's Department of Communities and Local Government (CLG), which has confirmed £2.182 million of funding for the Assembly as a contribution to the delivery of the Business Plan, subject to quarterly reports on performance.
3. This report and annexes outlines the review of progress at the half-year (to 30 September) against the approved Business Plan. It also details the mid-year review of the budget for 2008/09.

Half-Yearly Review of Progress

4. The approved Business Plan sets out the Assembly's work organised around seven key objectives. These objectives are:
 - 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 '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 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.
5. In order to meet these key objectives the Business Plan is structured around five core functions that are reflected in the structure of the Assembly team. These are:
- **Corporate Activity** – covering all activity relating to Assembly and Executive Board meetings and work necessary to the operation of the Assembly (governance, communications and events, staff development)
 - **Strategy Integration, Regional Resource Allocation and Policy Development** – covering all activity relating to the Sustainable Development Board, work on the IRF, sustainable development generally and work on energy, climate change, biodiversity etc.
 - **Planning and Transport** – covering all activity relating to the Planning and Transport Boards, including the development, implementation and monitoring of the Yorkshire and Humber Plan (RSS – including the Regional Transport Strategy) and work with local authorities on alignment of local development frameworks and major planning applications.
 - **Housing and Communities** – covering all activity relating to the Housing Board, including the development, delivery and monitoring of the Regional Housing Strategy.
 - **Regional Scrutiny** – covering all activity relating to the Scrutiny Board and scrutiny of the delivery of the Regional Economic Strategy.
6. **Annex A** uses this service structure to provide a report of progress at the end of the half year (to 30 September 2008) against the list the priority activities contained within the Business Plan. The report also looks forward to planned activity in the next quarter of the year. This report will form the basis of the quarterly report to Government Office that is required as a condition of the Assembly's funding agreement with CLG.
7. In summary, our performance both externally and internally has been good, with significant progress on almost all priority activity and with the great majority of targets being met. This is an excellent achievement by staff and the organisation given the uncertainties that have inevitably arisen since the Government's announcement of the outcome of the Sub National Review.

8. Key achievements during the half-year include:
- Assembly and Executive Board meetings helping to influence and shape the debate on **taking forward the Sub-National Review**.
 - Completion of the **Integrated Regional Framework (IRF)** and launch at the AGM in June.
 - Securing Defra funding to work with partners to map and define **future sustainable development structures** post-SNR and how work on the IRF and the ten regional challenges might be taken forward.
 - Commencing preparatory work with partners and Functional Boards to respond to the call for a second round of **Regional Funding Advice**.
 - Work underway on a **Regional Climate Change Adaptation Study**.
 - Completion of a **Low Carbon Transport study** completed – with findings to influence future work on transport.
 - Publication of the **Yorkshire and Humber Plan (RSS)**.
 - **RSS Implementation Action Plan** prepared and implementation priorities agreed – particular focus on affordable housing.
 - Project Plan agreed and work underway on the **2009 Update of the RSS**, including **consultation on a 'call for evidence'** and agreeing arrangements for **sustainability appraisal** put in place.
 - Arrangements put in place for future **joint monitoring of RSS and Progress in the Region**.
 - Work with local authorities on **alignment of local development frameworks and major planning applications with RSS**.
 - **Interim review of Transport Priorities completed** – the Regional Transport Board has endorsed 14 schemes for nearly £200m of DfT funding.
 - The Housing Board has started work on an **action plan to respond to the 'credit crunch'**.
 - The Housing Board has also been focusing on the **delivery of the Regional Housing Strategy** – with progress on delivery of the affordable warmth action plan; work on higher environmental standards for housing, work to stimulate better take-up of Regional Private Sector Loans Fund (to improve the housing stock).
 - The Housing Board has also been working to deliver the **Gypsy and Traveller Action Plan** – including work with local authorities to improve the quality and success rate of bids for new sites from the region.
 - Key work to **improve the delivery of affordable housing** – production of a guide to rural housing delivery and early work on improving delivery elsewhere in the region.
 - **Climate Change Scrutiny Review** completed.
 - Preparatory work underway on **Investment Planning Scrutiny Review**.
 - Continuing **communications** with Members and stakeholders – regular updates to the web-site, regular publication of **'Mini Essentials'** and publication of the **Annual Report** and updated versions of the Assembly **Information Packs**.
 - Organising a number of successful **events** relating to the Assembly's work – including the launch of the 'vision for biomass', the climate change

scrutiny review public discussion, and the English Regions' Network (ERN) conference.

- Putting in place a **staff development and support programme**.

Mid-Year Review of Budget 2008/09

9. A summary statement showing estimated expenditure at the half-year compared to the budget forecast is attached as **Annex B**. It should be noted that the figures are 'actuals' at the time of writing extrapolated to provide an estimated position at 30 September. The figures also assume a pending pay award of 2.5%.
10. The figures show an underspend on staff costs as at 30 September. This is due mostly to a full-year allowance within budget for a staff retention package. No expenditure is anticipated on the scheme until March 2009.
11. It should also be noted that whilst the budget assumes an even expenditure pattern through the year, this does not reflect the reality of how activity is being delivered. In particular the year is likely to see a higher rate of expenditure in the second half of the year compared to the first, reflecting the fact that much of the Assembly's activity concludes in the second half of the year. Overall it is anticipated that overall income and expenditure for the year will be in line with budget.

Source Papers

12. Past reports on this subject are available as follows:

Report	Location
YHA Meeting 7 February 2008: Business Plan and Budget 2008/09 - 2010/11	Available from: Emma King Yorkshire and Humber Assembly 18 King Street Wakefield WF1 2SQ Tel: 01924 331590 E-mail: mailto:Emma.king@yhassembly.gov.uk

Chris Martin, Executive Director
September 2008

Agenda Item 4 – Annex A



CONTINUITY, CONFIDENCE, CHANGE

Yorkshire and Humber Assembly Business Plan

Half-Year Progress Report (to 30 September 2008) Activity Summary

September 2008

CORPORATE ACTIVITY

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
<p>Maintain ongoing and effective regional governance structures during the SNR transition period.</p>	<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"> • 11 Assembly, Executive and Functional Board meetings. • Average attendance - 74%. • 86% papers distributed on time and all complied with 'house' quality standards. • Induction meetings or briefings held with new Board Chairs and Members. 	<ul style="list-style-type: none"> • Eight formal meetings – including all Functional Boards and two Executive Boards. 	<ul style="list-style-type: none"> • Members withdraw support for governance structures during transition. Continuity of support is critical to Business Plan delivery.
<p>Contribute to development of post-SNR arrangements</p>	<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"> • Regular debates at YHA and Executive Board meetings. • Regional response agreed by LGYH and YF. Letter sent in support and making additional points. • Separate SEE partner response. Working group established and undertaken options appraisal re future arrangements. 	<ul style="list-style-type: none"> • Transition Plan to be developed and agreed by Executive Board in relation to move to new Regional Governance arrangements by 1 April 2009. • Transition Plan to be developed and agreed by Executive Board in relation to arrangements for staff and resources. • Work with SEE Partners to contribute to finalise arrangements for post-April 2009 engagement structures. 	<ul style="list-style-type: none"> • Continued uncertainty about SNR raises risk of losing staff and member engagement. • SEE partners not adequately influencing new arrangements.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
Communicate Assembly work with Members and with the Region	<ul style="list-style-type: none"> • Produce a range of publications including: <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"> • Annual report completed and distributed (Aug) • Q1 Essentials issued. • All Board Papers on the web on time. • Ten press releases issued and used in various regional and national publications. • Website continued to be updated regularly. • Information packs updated and emailed out. • Other publications: - IRF, Climate Change scrutiny report and summary, Transport Board guide; RSS At-A-Glance guide. 	<ul style="list-style-type: none"> • Information packs to be updated. • October Essentials. • Continue to engage the media in activity. • Continue to update the website. • Produce other publications for service areas: Rural housing advice guide Sept/Oct; Regional Biodiversity strategy; RSS Options consultation document. 	<ul style="list-style-type: none"> • Members and Partners will lose engagement with the Assembly if communication is not effective, especially in the post SNR period.
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: <ul style="list-style-type: none"> • 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"> • Annual staff appraisal cycle complete and training needs assessed. • Training and development programme rolled out. • 'Right Management' (consultants) engaged and delivering an agreed plan of staff support, assistance and development work. 	<ul style="list-style-type: none"> • Half-year staff reviews to be undertaken (October). • Implementing final phases of programme of staff training and development. • 'Right Management' complete final phase of staff development and support. • Development of future staff support and development programme for implementation in Q4. 	<ul style="list-style-type: none"> • Maintaining staff morale and taking steps to minimise staff turnover and support staff are critical to Business Plan delivery and to achieving a successful transition to new regional arrangements.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
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"> • 2007/08 Audit action plan implemented and progress reported to members. • Internal audit of governance procedures completed. • Implemented 2008/09 Audit Action Plan. 	<ul style="list-style-type: none"> • Preparation of early draft Business Plan and budget in response to Government guidance (Q3- Q4) – and reflecting new governance arrangements from 1 April 2009. 	<ul style="list-style-type: none"> • Poor performance management resulting in lower standards and higher costs. • Less transparent organisation making transition more complex.
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"> • Major events have included AGM; Vision for Biomass Launch; Climate Change Scrutiny Public Discussion; ERN dinner and conference; Sustainable Development Advisory Board. • Positive feedback achieved from all meetings 	<ul style="list-style-type: none"> • November Policy Event (RSS/ housing update); Scrutiny public discussion; Regional Adaptation Study workshops, RSS review workshops. 	<ul style="list-style-type: none"> • Credibility in the Assembly's work could be lost if events fail to be high-quality, well attended and productive.
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"> • Regional Minister has attended several Assembly events and meetings. • Assembly officers attended and contributed to meetings/working groups of partner bodies. • Assembly continues to be represented on a range of bodies. • Taken over the Chair and lead-CX role for ERN. 	<ul style="list-style-type: none"> • Engagement with Regional Minister as required. • Continue to fully participate in SNR transition activities and meetings. • Continue representation on external bodies. • Continue to Chair ERN Member and CX meetings. • Member of the CLG SNR Transition Group. 	<ul style="list-style-type: none"> • Disengagement leads to organisation being unable to deliver Business Plan and to contribute to transition process. • Assembly prematurely disengaged from decision-making.

STRATEGY INTEGRATION, REGIONAL RESOURCE ALLOCATION AND POLICY DEVELOPMENT

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
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"> • IRF Completed and launched at AGM. • IRF Monitoring Framework & Indicators agreed. • Defra Transition and Transformation funding secured to map and establish future SD structures and ways of taking forward IRF. 	<ul style="list-style-type: none"> • Implementing IRF through RFA2 and RSS Review. • Utilising Defra funding to: <ul style="list-style-type: none"> • Market the IRF through sub-regions; • Promote the IRF Appraisal Tool & Integration Matrix; • Consult on the future of the SD Champion Body using IRF Challenges. 	<ul style="list-style-type: none"> • Planned work is critical to ensure that work on IRF is not lost and the ten challenges are effectively be addressed in developing plans e.g. RFA2, LAA's, MAA's
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"> • Helped establish (and fully participating in) the RFA Co-ordinating Group. • Providing lead on drafting for housing and transport themes. • Agreed process for 'sign off' via Regional Executive Board and emerging regional structures. 	<ul style="list-style-type: none"> • Development of advice through Housing and Transport Boards (Q3). • Will apply IRF SD appraisal to emerging RFA (Q3). • Sign off by YF Board, Leaders' Board and Regional Executive Board (Q4). 	<ul style="list-style-type: none"> • Assembly not fully involved in process leading to premature exclusion of Members from key decision-making process. • Combination of existing and emerging structures unable to deliver Advice.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
<p>Maintain sustainable development challenge function.</p>	<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"> • SD Board involved in scrutiny of how YF deals with climate change. • Low Carbon Transport Study completed - findings to influence RSS and RFA2. • Independent consultants appointed for Sustainability Appraisal of RSS Review. • Challenge role agreed for SD Board in RSS Review. • Defra funding secured to map and establish future SD structures. Consultants brief for taking work forward agreed. 	<ul style="list-style-type: none"> • Implementation of SA/SEA on spatial options stage of RSS Review. • SD Board to support progression of Regional Climate Change Adaptation Study and maximise engagement of stakeholders. • Defra-funded work on future SD structures to be undertaken (including workshops & consultation exercise). Consultants to be appointed. Regional event to disseminate findings. First Defra reporting milestone in January 2009. 	<ul style="list-style-type: none"> • No/limited SD challenge for key regional activities e.g. RSS, RFA2 resulting in less robust strategies and plans.
<p>Work with Yorkshire Futures on regional evidence base and monitoring.</p>	<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"> • Agreement with Yorkshire Futures to develop joint monitoring arrangements for RSS Annual Monitoring Report and Progress in the Region. • Ongoing preparatory monitoring work in line with development of single strategy. • Baseline and scenario development work initiated. 	<ul style="list-style-type: none"> • Work to continue to target date for joint publication of Progress in the Region and RSS AMR Q4. • Consultation on these to be undertaken. 	<ul style="list-style-type: none"> • Do not secure alignment of monitoring. • No single agreed evidence base from which to build Single Regional Strategy.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
<p>Work with partners to support delivery of the Regional Climate Change Action Plan.</p>	<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"> • Consultants appointed and detailed work plan agreed. Data collation and review commenced. • Progress on review of Action Plan reported to SD Board. • Post-SNR arrangements discussed by Climate Change Partnership. LGYH now member of Partnership. 	<ul style="list-style-type: none"> • Substantial progress to be made on Stage 3 (Impacts and adaptation assessment) to meet deadline of Final report in February 2009. • Substantive work on review to be completed to facilitate re-launch of Climate Change Action Plan in November. • Partnership will continue to progress work on post-SNR arrangements in light of continuing developments. 	<ul style="list-style-type: none"> • Failure to deliver Adaptation Study and region not alerted to or able to take necessary mitigating or other action.
<p>Work with partners on other environmental initiatives – energy, biodiversity and waste.</p>	<ul style="list-style-type: none"> • Support work of Regional Energy Forum. Work with partners on implementation of Regional Energy Infrastructure Strategy and development of new post-SNR working arrangements (by Q3 08/09). • Work with Regional Biodiversity Forum to complete/ launch Biodiversity Strategy (Q1/Q2 08/09). • 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"> • September '08 meeting of Energy Forum to discuss post SNR arrangements. • Worked with CLG/DEFRA/other Assemblies and contributed to the development of national waste strategy and delivery structures. • Supported Regional Technical Advisory Board (RTAB) on waste. • Hosted the Regional Biodiversity Coordinator and assisted development of emerging draft Biodiversity Strategy. 	<ul style="list-style-type: none"> • To work with Natural England and partners to support the finalisation and production of the Biodiversity Strategy. • Linking biodiversity work with RSS Review options. • Continue to find different ways of taking waste work forward as part of the basis for the light touch review. 	<ul style="list-style-type: none"> • Risk that the Regional Biodiversity Strategy not finalised – lost work. • Risk that regionally important work on energy and waste and biodiversity is 'lost' in changes brought about by SNR.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
<p>Support Assembly participation in external partnerships and Boards</p>	<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"> • Quarterly briefings on ESF and ERDF provided to the Deputy Chair of the Assembly in advance of Committee meetings (July and September) • Participation in two RSP consultation events on employment and skills development for Refugees and Migrant Workers (July). • Attendance at meetings of the ESF Technical Assistance Sub-committee (April and June). • Deputy Chair involved in the re-structure of the European Strategy Board. • Support for the Chair on the Northern Way Steering Group, for Transport Board Chair on the Northern Way Transport Compact, and officer participation in the Northern Way Management Group. 	<ul style="list-style-type: none"> • Quarterly briefings on ESF and ERDF to be provided to the Deputy Chair of the Assembly in advance of the Committee meeting (October and December). • Ongoing involvement in Northern Way Management Group, Steering Group and Transport Compact to achieve Northern Way Action Plan outputs. • Attendance at meeting of the ESF Technical Assistance Sub-committee (September). • Review of ESF Framework (September). 	<ul style="list-style-type: none"> • Assembly ceases to be involved in external bodies resulting in premature exclusion from decision-making process.

PLANNING AND TRANSPORT

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
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"> Plan published in May '08 – issued a briefing, updated our website and supported GOYH in making the Plan available across the Region. 'At a glance' guide redrafted/published. 	<ul style="list-style-type: none"> Distribute the updated 'At a Glance' Guide. 	<ul style="list-style-type: none"> Actively managing the risk of confusion over the publication of the Plan and the RSS Review.
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 essential evidence-base development 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. (September 2008 - 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 	<ul style="list-style-type: none"> Evidence-base work on strategic housing market area assessments, transport constraints and opportunities, integrated infrastructure, green infrastructure, strategic constraints, LDF options mapping and regional flood risk appraisal substantially completed. Independent consultants commissioned to undertake SA/SEA/AA. Joint events held with YF and GOYH on RSS review. 'Call for Evidence' document issued and over 90 responses received. Consulted on draft project plan, final plan agreed and submitted to Government 	<ul style="list-style-type: none"> Publish Sustainability Appraisal scoping report for consultation with statutory bodies. Continue to refine key evidence. Produce and publish the RSS Update options document (Q3). Consultation and engagement events on the options (Q3). 	<ul style="list-style-type: none"> Using the Project Plan as the framework for dealing with the tight timescales. Maximising the use of the YHA website to facilitate continuous engagement. Using a 2009 update description for the RSS review to re-enforce the message that this Review is a continuous development of the Plan.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
	<p>Yorkshire Forward, local authorities and city region partnerships) to agree RSS review in June 2009. (Q1 2009/10)</p> <ul style="list-style-type: none"> • 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). 	<p>for approval.</p> <ul style="list-style-type: none"> • Emerging options discussed with Technical Advisory Group and Regional Planning Forum • Letter sent out to request Local Authority positions on First Detailed Proposals. • Ongoing liaison with YF on Single Regional Strategy. 		
<p>Implement the Yorkshire and Humber Plan</p>	<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"> • IAP annual priorities agreed by Regional Executive Board in September. • Engaging with city region partnerships through their emerging structures. Link here to RSS 2009 update • Work underway on affordable housing delivery (see also RSS IAP). On-line guide to affordable housing is being developed. 	<ul style="list-style-type: none"> • IAP to be placed on YHA website as a 'living document'. • Draft guide on affordable housing delivery to be drafted in partnership with regional agencies and local authorities. • Develop implementation activities to ensure delivery of priorities (and link to RFA2 process). • Continue to develop engagement with city regions 	<ul style="list-style-type: none"> • Activity essential to ensure that the Yorkshire and Humber Plan influences delivery.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
<p>Ensure local development frameworks and major development proposals support implementation of RSS.</p>	<ul style="list-style-type: none"> • Provide advice and assistance to local authorities in their local development frameworks. Key deliverables: <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). • Key services provided and standards: <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 EiPs 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% within time. 	<ul style="list-style-type: none"> • Face to face discussions with local authorities during Core Strategy preparation (e.g. Hull City Council) • Work underway on guide to support delivery of affordable housing (see above). • No activity this half year. • Performance deadlines met for responses to applications and LDF responses. • Attended three pre-Examination meetings. Documents prepared to clarify regional policy positions for LDF Examinations, including Wakefield's • Statements prepared for Planning Inspectorate on retail applications in East Riding. • No requests for pre-application discussions. 	<ul style="list-style-type: none"> • Draft guide on affordable housing delivery (see above) • Work on other guides – waste planning, employment land, biodiversity, flood management and/or provision of renewable energy. • Any review of protocol, criteria and systems for commenting on applications and LDFs will need to be carried out in the context of implementing new post-SNR governance arrangements from 1 April 2009. • Continue to respond to local authorities in the context of revised PPS12. • Attend Examinations or Public Inquiries and/or prepare documents as required • Respond to requests as required. 	<ul style="list-style-type: none"> • Ensure local development frameworks and major development proposals support implementation of RSS. • Staff Resources for this work are also contributing to RSS 2009 update. We may need to address conflicting priorities and if this occurs RSS update will be given priority.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
Monitor the implementation and delivery of RSS	<ul style="list-style-type: none"> Contribute to the development of the Integrated Monitoring Framework during 08/09 (leading to joint publication of RSS Annual Monitoring Report/'Progress in the Region' in Q4 2008/09) Production of Annual RSS Monitoring Report (Q4 each year), jointly with Progress in the Region (Feb 09). 	<ul style="list-style-type: none"> Structure for AMR agreed. Data request for AMR sent out; some initial analysis carried out; meetings held with providers to discuss data requirements. Recruited administrator to provide support on data collection/analysis 	<ul style="list-style-type: none"> Meet with Yorkshire Futures to agree a project plan for the joint monitoring report publication. Inputting and initial analysis of data as returned; further data collection from range of sources. 	<ul style="list-style-type: none"> Monitor the implementation and delivery of RSS Loss of specialist staff would require potential use of consultants to support production of AMR.
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"> Regional Transport Strategy included in RSS Action Plan 	<ul style="list-style-type: none"> Develop monitoring to show where funding priorities not being delivered. Feed into RFA2 process/RSS Update. 	<ul style="list-style-type: none"> Need to maintain focus on delivery of the Region's transport priorities.
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 RFA process (by Q4 2008/09). 	<ul style="list-style-type: none"> Interim review completed – Regional Transport Board supported additional schemes for RFA funding. RSS Review transport study completed and being used to shape RSS options RTB agreed approach to RFA2. Work underway on a prioritisation framework Regular transport network meetings with YF/GOYH. 	<ul style="list-style-type: none"> Joint working with YF on evidence base for RFA 2. Further application of transport evidence base in RSS Review. Agree prioritisation framework and scheme as assessment methodology RFA2 bids to be assessed and prioritised. 	<ul style="list-style-type: none"> RSS Review and RFA work being co-ordinated to ensure key regional transport work is integrated. Clear timetables, stages and processes being in place to manage RFA processes.
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"> Ongoing discussions with YF team advising the Transport Compact to ensure consistency of advice. 	<ul style="list-style-type: none"> Ongoing support. 	<ul style="list-style-type: none"> Poor engagement would risk mis-alignment of Northern Way and Regional work.

HOUSING AND COMMUNITIES

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
<p>Maintain and update the Regional Housing Strategy and associated investment plan.</p>	<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"> • Continued close involvement with sub and emerging city regions. • Board discussions into RSS review – have helped shape priorities. • Delivery plan produced (and linked with RSS Implementation Action Plan) focusing on key areas. • SLA agreed with Regional Housing Forum to support aspects of delivery. • Ongoing discussions with emerging HCA arrangements. 	<ul style="list-style-type: none"> • Work to develop RFA2 advice on housing. • Work with new HCA to develop new arrangements. 	<ul style="list-style-type: none"> • Timescales for responding to advice will be challenging if there are big shifts in funding. • Some of this work will be delivered by the Regional Housing Forum via a SLA. The Forum may lack the capacity to deliver effectively and uncertain funding in medium term.
<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. 	<ul style="list-style-type: none"> • Research commissioned and completed on regional SP needs – identifying key challenges and impact of recent budget reductions 	<ul style="list-style-type: none"> • Agenda item for October Regional Housing Board meeting. 	

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
Gypsies and Travellers	<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. 	<ul style="list-style-type: none"> • Capacity-building work with LA officers to improve number and quality of bids. • Bidding round for investment completed – bids currently being assessed by CLG consultants. 	<ul style="list-style-type: none"> • Roundtable with Minister and LA portfolio holders. • Undertake work to assess local and sub-regional GTAAAs in context of RSS review. 	<ul style="list-style-type: none"> • High political issue and risk that members will not engage constructively in the issue.
Improving Private Sector Stock	<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"> • Steering Group established. • Improved loans take up. • Consultants appointed to produce business plan. 	<ul style="list-style-type: none"> • Business plan to be completed. • Re-launch planned in Dec 	<ul style="list-style-type: none"> • Poor delivery of loans may continue due to culture of grant giving and capacity of local authorities to deliver current products
Promoting the use of higher environmental standards	<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 (QPF), to help them implement sustainable construction standards. 	<ul style="list-style-type: none"> • QPF meeting in Q1 continues to have very good developer engagement. 	<ul style="list-style-type: none"> • Meeting planned for Q2. 	<ul style="list-style-type: none"> • Difficult time to engage developers in discussions about standards.
Improving Affordable Housing Delivery	<ul style="list-style-type: none"> • Launch theme-based best practice guide to delivering housing in rural areas. • Training in improved delivery in rural areas. • Work through RSS Implementation Plan to encourage consistency of s106 	<ul style="list-style-type: none"> • Guide produced and consulted on and rural housing event held. • Regional Affordable Housing Group established. • Affordable housing identified as priority in RSS 	<ul style="list-style-type: none"> • Guide to be launched. • Training. • Produce guide for local authorities on use of s106 Agreements. 	<ul style="list-style-type: none"> • Some of this work will be delivered by the Regional Housing Forum via a SLA. The Forum may lack the capacity to deliver

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
	Agreements.	Implementation Plan.		effectively and has uncertain funding in medium term <ul style="list-style-type: none"> • Changing market conditions will make it difficult to promote consistency of approach
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"> • Work of AW Implementation Group continues. • Very active group – involved in lobbying for increased winter fuel payments. • Group is supporting local level GIS mapping for members. • Conference planned for Dec. 	<ul style="list-style-type: none"> • Data gathering for GIS work to continue. • Conference to be delivered. 	<ul style="list-style-type: none"> • Unsure where this will sit in future — so need to consider succession strategies
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"> • New monitoring framework now agreed by members. • Direct support given to sub-regions in monitoring activity. • Internal group established to better coordinate monitoring. 	<ul style="list-style-type: none"> • Ongoing monitoring reports to RHB. • Work to move to LAA indicators for affordable housing. 	<ul style="list-style-type: none"> • Differing capacity of sub-regions to monitor effectively

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
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"> • Joint papers now routinely submitted to Housing and Planning Boards. • RSS standing item on Housing Board agenda • Housing Board has led on markets work that Planning Board has considered. • Assembly's formal letter to respond to SNR identifies this as a key issues for new arrangements. Informal work with partners has led to regional proposals that situate the two together. 	<ul style="list-style-type: none"> • Continued joint working – especially in context of developing new arrangements. 	<ul style="list-style-type: none"> • In transition to new arrangements, current Boards may lose focus and profile, making it joint working difficult. • Final post SNR arrangements are not yet confirmed, and remains a risk that housing and planning will not be as closely aligned.
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"> • Dialogue with HCA set up team on current arrangements and emerging models. • Close involvement in regional and national discussions about HCA ways of working. 	<ul style="list-style-type: none"> • Engage emerging HCA structure in discussions about RFA2 	<ul style="list-style-type: none"> • Risk that the determined national model doesn't fit easily with regional arrangements. • Risk that in the transition there will be a gap between existing and new arrangements.

REGIONAL SCRUTINY

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
<p>Support the Scrutiny Board to undertake an innovative programme of scrutiny of the Regional Economic Strategy</p>	<ul style="list-style-type: none"> • Undertake two in-depth scrutiny reviews per year. Climate Change review confirmed (Q1,Q2 2008-9); Investment Planning 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"> • Climate Change review undertaken and published. • Yorkshire Forward are currently implementing the nine recommendations made by the Scrutiny Board. • New Scrutiny Board inducted including members from Leeds City Council, Chambers of Commerce, Federation of Small Businesses and the Regional Forum. • Investment Planning review background study undertaken. 	<ul style="list-style-type: none"> • Investment Planning review to be undertaken Sep – Dec. To include 4 Board meetings, public discussion, private meeting with YF, focus group meeting, two consultation processes and a report. 	<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. • Reducing/removing external Scrutiny during the transition risks reducing the profile, role and value of Scrutiny in the region. • Proposed changes in scrutiny arrangements could reduce engagement/commitment of Yorkshire Forward to the process.

Process/Activity	Output & Performance Indicators	Progress to date	Next quarter activity	Risk Assessment
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"> Increased use of website to engage stakeholders, including ability to post comments, linking directly to partners websites and discussion forums, highlighting key documents and a 2 week consultation on the emerging findings. 	<ul style="list-style-type: none"> Continued focus on the use of the website to include all previous innovations. 	<ul style="list-style-type: none"> If resource not available would result in lack of engagement in scrutiny reviews.
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"> Bi-annual monitoring meeting taken place with updates from the Employment and the Rural Economy review. Employment review signed off by the Scrutiny Board as complete. 	<ul style="list-style-type: none"> Monitoring meeting planned for February 2009. 	<ul style="list-style-type: none"> Need to maintain monitoring to ensure plans are delivering change 'on the ground'.
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"> Ongoing input into national and regional discussions on new scrutiny arrangements. Publication of "Scrutiny Forward" – Discussion pamphlet. Agreement to undertake a review of scrutiny jointly with YF. Tender specification designed for review of scrutiny that will feed into future arrangements discussions. 	<ul style="list-style-type: none"> Support the consultants commissioned to undertake the Review of Scrutiny. Input into the research including interviews with Scrutiny Board members and officers. 	<ul style="list-style-type: none"> Parliamentary scrutiny might marginalise or be seen a substitute for regionally-led scrutiny.

Agenda Item XX, Annex B

YORKSHIRE AND HUMBER ASSEMBLY: BUDGET MONITOR AS AT 30 SEPTEMBER 2008

	Budget	Budget at Half Year	Actual at Half year	Variance	%
Corporate Activity					
Direct Employee Cost	443,861	221,931	179,584	-42,347	-19.1%
Accommodation, office and equipment cost	50,714	25,357	17,886	-7,471	-29.5%
Consultancy	24,620	12,310	18,241	5,931	48.2%
Meeting publications and publicity	18,646	9,323	13,827	4,504	48.3%
Other costs	24,000	12,000	11,193	-807	-6.7%
TOTAL	561,842	280,921	240,731	-40,190	
Planning and Transport					
Direct Employee Cost	704,423	352,211	298,542	-53,669	-15.2%
Accommodation, office and equipment cost	91,768	45,884	32,365	-13,519	-29.5%
Consultancy	227,860	113,930	99,380	-14,550	-12.8%
Meeting publications and publicity	46,592	23,296	13,457	-9,839	-42.2%
TOTAL	1,070,643	535,322	443,745	-91,577	
Regional Housing Board/Housing Research					
Employee Cost	301,536	150,768	137,037	-13,731	-9.1%
Accommodation, office and equipment cost	41,054	20,527	14,479	-6,048	-29.5%
Consultancy	99,740	49,870	42,833	-7,037	-14.1%
Meeting publications and publicity	27,186	13,593	2,354	-11,239	-82.7%
TOTAL	469,516	234,758	196,704	-38,054	
Strategy Integration and Sustainable Development					
Employee Cost	249,538	124,769	124,793	24	0.0%
Accommodation, office and equipment cost	33,809	16,905	11,924	-4,981	-29.5%
Consultancy	51,080	25,540	41,954	16,414	64.3%
Meeting publications and publicity	6,271	3,135	2,419	-717	-22.9%
TOTAL	340,698	170,349	181,090	10,741	
Scrutiny					
Employee Cost	189,885	94,943	80,932	-14,010	-14.8%
Accommodation, office and equipment cost	24,150	12,075	8,517	-3,558	-29.5%
Consultancy	27,200	13,600	0	-13,600	-100.0%
Meeting publications and publicity	18,211	9,105	8,449	-656	-7.2%
TOTAL	259,445	129,723	97,898	-31,824	
TOTAL ASSEMBLY					
Employee Cost	1,889,243	944,621	820,889	-123,733	-13.1%
Accommodation, office and equipment cost	241,495	120,748	85,171	-35,576	-29.5%
Consultancy	430,500	215,250	202,408	-12,842	-6.0%
Meeting publications and publicity	116,906	58,453	40,506	-17,947	-30.7%
Other costs	24,000	12,000	11,193	-807	-6.7%
TOTAL ASSEMBLY	2,702,144	1,351,072	1,160,168	-190,905	