



AN INTEGRATED RESPONSE TO REGIONAL CHALLENGES

The Business Plan of the Yorkshire and Humber Region

2009/10

Foreword

Welcome to the Business Plan of the Yorkshire and Humber region for 2009/10. In it, we set out how the region's key partners will work together to tackle the challenges facing the Yorkshire and Humber region and deliver important changes for our local communities.

Our Business Plan builds on previous successes the Yorkshire and Humber Assembly has led, or been involved with, and sets out our future direction in the context of a changing regional landscape. This means the way we do business will be different and that the Assembly will not continue beyond April 2009.

During this transition, we will make sure core regional activity continues to be delivered effectively and efficiently. This work includes updating the Yorkshire and Humber Plan; the ongoing development of the region's long-term transport priorities; action on housing aimed at, amongst other things, securing the ongoing delivery of new affordable homes despite the economic downturn; and initiatives on regional scrutiny and accountability, sustainable development and climate change.

At the same time, we will be focussed on embedding successor arrangements, retaining our partnership capacity and building on our strong foundations and experience to develop even better ways of working.

Our blueprint to ensure future success in the region starts from a clear and shared vision about what we want to achieve. Building the new Integrated Regional Strategy from the aspirations of local areas and taking account of local strategies and plans will help ensure full engagement in its development and delivery.

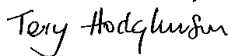
Working with, and through the emerging functional sub-regional plans and strategies will enrich the Integrated Regional Strategy and ensure we are working with the changing dynamics of economic and housing markets, social and transport networks and new governance and collaborative arrangements.

We want to create a new invigorated culture of collaboration and take full advantage of the new opportunities afforded by the Sub-National Review to maximise sustainable economic growth and improve quality of life for people in the region.

Our challenging change programme will not only change structures, but culture and practice. It is in this way that we will create a new professionalism that integrates thinking about how to develop places and supports the people of Yorkshire and Humber to thrive and succeed.



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Chair, Yorkshire & Humber Assembly



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Contents

	Para
Overview	1 – 4
Key Issues and Challenges	
• New Regional Governance Arrangements	6 – 12
• The delivery of the region’s strategies and plans	13 – 18
• Preparing for the development of the Integrated Regional Strategy	19
Transitional Arrangements	
• Transition Plan	21 – 22
• Designation	23
• Funding and accountable body issues	24 - 25
• Co-ordination and integration of the work	26 - 28
• Staffing arrangements	29 - 32
• Other Issues	33
• Developing a Change Management Programme	34
Work Priorities 2009/10 and 2010/11	
• Corporate	36 – 40
• Strategy Integration	41 – 49
• Planning Strategy	50 – 53
• Planning Delivery and Conformity	54 – 56
• Transport	57 – 59
• Housing	60 – 63
• Regional Scrutiny and Accountability	64 - 66
Conclusion	67 – 68

Annexes

- A: Detailed Activity Plans
- B: Summary Financial Details
- C: Risk Assessment of Business Plan Activity and Mitigation Measures
- D: Review of Achievements in 2008/09
- E: Transition Plan for activity to 31 March 2009
- F: Yorkshire Forward/LGYH SNR submission, June 2008

Overview

1. This Business Plan sets out the Yorkshire and Humber region's work programme for the next financial year 2009/10 and indicates in general terms the direction of work for 2010/11.
2. The plan shows how the region will move to new governance arrangements from 1 April 2009 and describes how functions required and funded by government will be delivered under these new arrangements in 2009/10. It also sets out the early work that the region will undertake to develop the new Integrated Regional Strategy.
3. To support this work we are seeking £1.969m of Communities and Local Government funding for 2009/10 (a 10% efficiency saving on 2008/09). In addition, the region will contribute £239,000 from other sources and Yorkshire Forward £1.17m. We may also be seeking £90,000 to cover additional, ongoing pension costs, arising as a result of TUPE transfers (see para 30) and will need £97,000 to fund initial transition costs (see Annex B).
4. The Plan is structured in these parts:
 - The key issues and challenges that we face over the next two years;
 - A statement on transitional arrangements;
 - Details of planned work, including objectives and priorities (paragraphs 31 - 60); a detailed list of activities and costs at **Annex A** and summary financial details in **Annex B**.
 - An assessment of risks associated with the delivery of the Business Plan activity and measures that will be taken to mitigate those risks at **Annex C**;
 - A summary and review of the achievements of the Yorkshire and Humber Assembly in 2008/09 at **Annex D**; and
 - The Yorkshire Forward/LGYH response to SNR proposals at **Annex E**. This sets out the full scope of our new governance arrangements not otherwise described in the Business Plan.

Key Issues and Challenges

5. This Plan updates the work programme described in the Regional Assembly Business Plan 2008/09 and sets out the activities that we will be undertaking to deliver our functions as Regional Planning Body and

Regional Housing Board, our work to scrutinise the Regional Economic Strategy and as the regional strategic partnership. Additionally it describes the action we will take to respond a range of new issues and challenges including:

- The move to new regional governance arrangements from 1 April 2009;
- The delivery of the region's strategies and plans; and
- Preparing for the development of the new Integrated Regional Strategy.

New regional governance arrangements

6. The region has welcomed the publication of the Government's response to the Sub National Review. We are particularly pleased that the approach proposed by Local Government Yorkshire and Humber and Yorkshire Forward in the summer appears to fit well with the Government's proposals, and we will implement new arrangements from 1 April 2009.
7. In summary these new arrangements will put in place a 'Strategic Relationship' between Local Authority Leaders and Yorkshire Forward's Board. Local Authority leaders have established a Leaders' Board that brings together local government at regional level in a streamlined, strategic, representative and accountable way. It is made up of two Leaders nominated from each of our four functional sub regions.
8. Yorkshire Forward has nominated eight members from its main Board to work with the Leaders' Board in a new Regional Board. It is this joint Board that will have responsibility for the Integrated Regional Strategy including the development, implementation plan and monitoring of its delivery.
9. In developing, agreeing and delivering the Integrated Regional Strategy it will be important to ensure strong ownership and expertise across the key themes of economic development, planning, housing and transport whilst at the same time working towards alignment and integration. To do this four thematic regional boards are to be established, these are planning, regeneration and housing, work and skills and transport. The Boards will include amongst their membership appropriate stakeholders who can provide advice and add value to the discussions. In addition, relevant stakeholders will be involved at the local and functional sub regional levels.

10. In addition to the four thematic regional boards, we are currently developing arrangements for an Independent Board. This work is being funded by the DEFRA Transition and Transformation Fund. The aim of the Board will be to ensure that the principles of sustainable development and opportunity for all are fully ingrained in the development and delivery of the Integrated Regional Strategy.
11. Finally to ensure wide buy-in, commitment and understanding we will engage with a broad set of stakeholders through an annual Yorkshire and Humber Conference.
12. A summary of this structure is shown in Figure 1.

The delivery of the region's strategies and plans

13. These new governance arrangements will deliver strategy and activity around some of the key challenges that we face.
14. The publication of the Yorkshire and Humber Plan in May 2008 was a milestone for the region and in the coming year we will need to maintain the momentum of RSS delivery at the same time as preparations for the new Integrated Regional Strategy begin. Inevitably, delivery will be affected by the current economic climate, particularly in relation to housing development.
15. In this respect, completing the 2009 RSS Update will be a significant challenge, focusing as it does on the impact of higher housing numbers and in particular how they affect our infrastructure plans. Whilst this review is critical to ensure the alignment of development and investment over the longer term, it is also essential that we consider the action needed in the short term to deal with the immediate pressures facing the region.
16. The new Housing and Regeneration Board will manage a range of activities aimed at addressing the downturn in the housing market. The focus will be on securing delivery now, by forging a strong partnership with the Homes and Communities Agency, and working closely with the sub regional housing partnerships to maintain and build our capacity to deliver new homes. This work will include a small number of actions aimed at minimising the risk of increased homelessness, helping to retain and effectively use capacity in the construction industry; and supporting the continued delivery of affordable homes in the region.

17. The 2009 RSS update is also taking a proactive approach to transport. The aim is to improve integration between development and transport policy and investment. In relation to delivery our key challenge remains schemes funded through the first Regional Funding Advice round and the development and delivery of new priorities for RFA2. As is always the case with transport plans the likely funding available falls far short of demand, so applying a robust prioritisation methodology will be crucial as will be the capacity of the new governance arrangements to make difficult choices on behalf of the Region.
18. Other key strategic challenges in the coming year will include securing resources through the RFA2 process and then the delivery of RFA priorities, moving forward work on the region's climate change agenda, taking action on sustainable development and working to secure new scrutiny and accountability arrangements, maximising the impact of parliamentary scrutiny within the region as well as for national government.

Preparing for the development of the Integrated Regional Strategy

19. 2009/10 will see the region continue early work on the preparation of the new Integrated Regional Strategy, in particular collating and updating the regional evidence base. The recently published advice on the content and process for preparation will help determine our final timetable and programme of work.

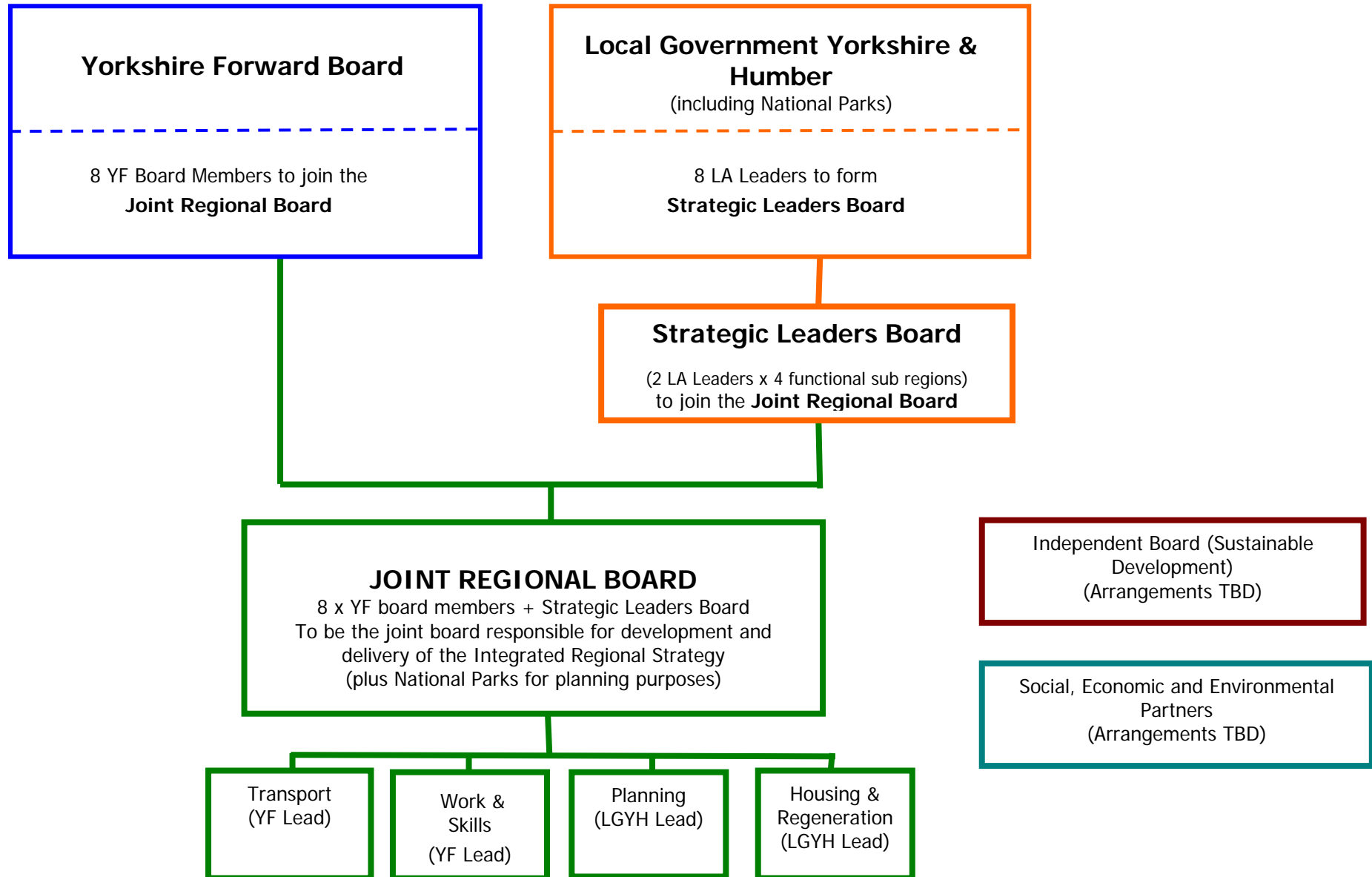
Transitional Arrangements

20. In September the LGYH full membership and Yorkshire Forward Board agreed the new regional governance arrangements described in paras 7-12. Since then significant progress has been made. The Leaders Board has been established and at its inaugural meeting agreed that April 2009 be set as the deadline to move to new arrangements. This proposal was subsequently endorsed by the Assembly.

Transition Plan

21. The first meeting of the Regional Board was held on 27 November and agreed a Transition Plan (**Annex E**) to direct regional activities in the period to April 2009. This sets out a timetable for finalising the arrangements for the four thematic boards and the Independent Board, a process for developing relationships and engaging with partners, and a communications strategy.

Fig 1: REGIONAL STRUCTURES AT 1 APRIL 2009



22. Arrangements are therefore now being finalised for the switch to new regional governance structures. The Joint Regional Board will sign off the final operating arrangements for the Joint Regional Board and the thematic Boards (including membership, terms of reference and arrangements for delegations etc) at their meeting on 6 March. The final Assembly meeting will be held on 26 March. In the period between the wind up of the Assembly and the full establishment of the thematic Boards, existing Officer Advisory Groups will continue to meet to progress the work of this Business Plan.

Designation

23. We are aware that moving to new governance arrangements in advance of legislation means that the proposed structures and functions must be 'appropriate and acceptable' for the current time as well as for the future. We would therefore seek confirmation that CLG will designate the Joint Regional Board for Regional Planning Body purposes until such time as new legislation is in place. We will be writing immediately after the meeting on 6 March to confirm that Joint Regional Board membership meets the requirements of current legislation.

Funding and accountable body issue

24. Wakefield Metropolitan District Council will remain the Accountable Body for CLG grant under the new arrangements. The Chief Executive of LGYH and the Chief Executive of Yorkshire Forward will jointly have executive responsibility for the effective delivery of all grant-aided activity and will be accountable to the Leaders' Board and Regional Board.
25. In relation to the remaining Assembly resources, we expect to fully utilise all grant funding in 2008/09 along with a small planning reserve. Other reserves are made up from local authority contributions accumulated through the life of the assembly and its predecessors. These will be used either to offset liabilities that arise as a result of staff transfers and/or be retained by Local Authority members in a manner to be decided at the final meeting of the Assembly in March (as set out in the Assembly constitution).

Co-ordination and integration of the work

26. The work of this Business Plan will be co ordinated overall through two lead officers (one from Yorkshire Forward and one from LGYH) who would lead the different themes and ensure effective integration. LGYH

will play a particular role in ensuring that the work of developing the Integrated Regional Strategy is informed by local and sub regional evidence and experience and that implementation is resourced in terms of capacity and capability by linking with the work of the Regional Improvement and Efficiency Strategy. This will enable the development of new professional practice and of new systems and approaches to facilitate economic growth and sustainable communities. There will be a particular link with the new Homes and Communities Academy (formerly The Academy for sustainable communities).

27. Yorkshire Forward will work in close collaboration with LGYH and the Functional Sub-Regions, and other regional partners, to establish a structured regional dialogue to agree a framework to take forward the development of the Integrated Regional Strategy. This will include a strong partnership approach to evidence gathering, working to ensure a consistent and integrated evidence base at a functional sub-regional and regional level. Yorkshire Forward will also support LGYH and Local Authorities in the development of Local Economic Assessments.
28. This collaborative working will be underpinned by a partnership delivery agreement signed by LGYH and Yorkshire Forward.

Staffing Arrangements

29. The Leaders' Board had agreed that from 1 April, they would take responsibility for directing the activities of the existing Assembly staff team, with a view to formalising arrangements for staff over the period of this Business Plan. However, we have noted the advice from CLG that TUPE/COSOP comes into effect when the Assembly is replaced by the new regional body, which in our case will be on 1 April 2009.
30. We are, therefore, now determining those staff who will be subject to TUPE, and those who may be at risk and their associated costs. This work is at an early stage but the following paragraphs give an indication of which organisation will lead on delivery in which area, and therefore the likely location of staff. (It should be noted that it is possible that higher employer pension contributions will result from staff transfers. These have been estimated to be in the region of £90,000 per year and have not at this stage been included in this Plan. Actual amounts will be subject to actuarial assessment, and further detail will be provided as soon as it is available.)
31. As part of the process of moving to new arrangements we have looked carefully at our operations for opportunities to make efficiency savings.

As a result year on year savings of at least £150,000 will be made by not filling some vacant posts, downsizing the Senior Team, and working more effectively linking the regional staff resource with that of local authorities (functional sub regions), and other agencies and organisations.

32. A realistic estimate of the amount required to fund these changes has been included in this Plan. It is expected that initial transfers will take place on 1 April 2009, with further restructuring as needed in 2009/10 as arrangements settle into their final form following the completion of legislative changes.

Other issues

33. Issues regarding the assignment of the lease for 18 King St (the current Assembly offices), the distribution of Assembly assets and the transfer of data are also being considered, and will be finalised in discussion with Government Office Yorkshire and Humber and LGYH on or before 31 March 2009.

Developing a Change Management Programme

34. The transition process described above constitutes the Change Management Programme for the Yorkshire and Humber Region.

Our Work Priorities for 2009/10 and 2010/11

35. Below we set out the headline activities for the coming year, and identify the lead delivery partner. Detailed plans, including activities and costs are set out in the tables at **Annex A**.

Corporate

36. Yorkshire Forward and Local Government Yorkshire and Humber will jointly provide support to the new Regional Governance arrangements. These are the priorities for that joint work.
37. From 1 April the focus for communications will be on positively promoting the new regional arrangements through targeted publications and the media. Additionally we will produce a range of publicly accessible reports and information notes and provide details about our work on relevant websites. LGYH will lead on communications activity.
38. Events will be organised as necessary to ensure effective consultation and communication and will include the delivery of an annual Yorkshire and

Humber Conference for key regional and national stakeholders. Yorkshire Forward will lead on events.

39. Secretariat support will be provided to the regional governance structures as follows: Yorkshire Forward will support the Regional Board, the Work and Skills Board and the Transport Board and associated networks. LGYH will support the Leaders' Board the Housing and Regeneration Board and the Planning Board and associated networks Arrangements for the Independent Board are still being considered (see para 38).
40. In the run up to the launch of the new governance arrangements proposals will be developed to establish new relationships and different ways to engage with stakeholders. This work will result in a range of initiatives to be delivered in 2009/10 that will ensure full involvement of partners and the public to support the delivery of the work set out in this Business Plan.

Strategy Integration

41. Historically the Assembly has delivered a range of activity under the heading of strategy integration. It is intended to continue this work in 2009/10 with a focus on securing longer-term arrangements to deliver the different functions.
42. In relation to sustainable development we propose to establish an Independent Board that will replace the existing Sustainable Development Board. The DEFRA Transition and Transformation Fund is currently funding work to examine what form this might take and is likely to make proposals for closer working with Yorkshire Futures, our Regional Observatory. The outcomes of the study will be implemented in 2009/10
43. As part of this we anticipate continue work to implement the Integrated Regional Framework and embed sustainable development principles within the Integrated Regional Strategy and other strategies and plans at local, sub regional and regional level as they are being developed and implemented. We will also continue to provide resource/support for other Sustainable Development related initiatives, including energy, biodiversity and waste.
44. We will support the Regional Climate Change Partnership to ensure continuity in progressing the implementation of the revised Climate Change Action Plan and taking forward recommendations of the Regional Adaptation/UKCIP 2008 Studies.

45. There will be a range of follow up work in relation to RFA2, in addition to that set out above, together with activity emerging from initiatives developed to respond to the economic downturn. The Work and Skills Board will have a role to play, alongside other regional structures, particularly Yorkshire Forward and the Regional Economic Council.
46. The new regional governance structures will encompass a Work and Skills Board, built on the foundation provided by the existing Regional Skills Partnership. Work is underway to ensure that the membership and functioning of the Board is appropriate to the revised regional context, by strengthening employer and Local Authority representation.
47. Work on the common evidence base for the Integrated Regional Strategy has been mentioned in a range of contexts. Yorkshire Forward and Local Government will jointly provide the evidence base for the Integrated Regional Strategy supported by Yorkshire Futures, which is funded in the main by Yorkshire Forward, but delivers a broad based intelligence service to the region. Yorkshire Futures will also provide the monitoring framework for existing regional strategies and, in the future, the Integrated Regional Strategy and support for the delivery of effective regional scrutiny and challenge.
48. In this way we will deliver a robust, evidence base, built from the local and functional sub regional level, and based on the issues and priorities set out in Local Area Agreements and Multi Area Agreements. This will require a different approach and we will ensure there is sufficient capacity and expertise at a regional level to support this new style of working.
49. We will also jointly ensure the full engagement of Members and Officers in external partnerships and boards as required (including; European Structural Funds, Rural Board and English Regions Network).

Planning Strategy

50. Local Government Yorkshire and Humber will lead on the planning function where the main focus will continue to be to complete the update of the Yorkshire and Humber Plan (RSS) as set out in the published project plan.
51. We will carry on work to collate and compile the region's strategic evidence base both for the RSS and in preparation for the Integrated Regional Strategy. This evidence base will be important for city regions and local authorities and for cross-boundary working. There will be a

focus on significant policy areas including flood risk, climate change, infrastructure (including transport) and land supply for development.

52. There will be greater emphasis on working with and building the capacity of the city/sub regional planning boards and panels and supporting and providing input to cross-boundary working.
53. Support for the Regional Technical Advisory Body (RTAB) on waste and for the Regional Aggregates Working Party will continue as required by CLG.

Planning Delivery and Conformity

54. Here our work is focused on delivery. The RSS implementation plan is very much a 'living document' and over the year we will be working closely with Yorkshire Forward to align RSS implementation with the delivery of the Regional Economic Strategy. This work will anticipate the future development of an implementation plan for the Integrated Regional Strategy.
55. We will also be working closely with functional sub regions on their city Region Development Plans, local authorities on Local Development Frameworks (LDFs) and strategic (major) planning applications. 2009/10 is likely to be a key year for local authority LDFs and officers will play an important role providing informal advice and support on regional matters.
56. The RSS Annual Monitoring Report will be completed by February 2010 with a focus on further integration with Progress in the Region. Again this is an important precursor to developing a system that can monitor the implementation of the Integrated Regional Strategy.

Transport

57. Activity on transport will be led by Yorkshire Forward and will concentrate on delivery of existing schemes and the prioritisation and planning of new ones. Strong partnerships with the functional sub regions, local authorities and relevant agencies will be developed to secure better programme management, and maximise the impact of transport investment in the region.
58. A review of the Regional Transport Strategy will be a key part of the work to update the Regional Plan making sure transport issues and the need for transport infrastructure are taken into account.

59. Longer-term transport priorities will be developed including discussions with the Department of Transport about taking forward the policy initiative 'Delivering a Sustainable Transport System (DaSTS) with the possibility that the region will be a national 'pilot'.

Housing

60. Local Government Yorkshire and Humber will lead work in relation to housing, which is focused around the three themes of strategy, investment and monitoring delivery.
61. Although there are no plans to undertake a full review of the Regional Housing Strategy, some updating work will be done so that it is ready to inform the development of the Integrated Regional Strategy. Additionally, we will be building our housing capacity, working to support the development of new city regional structures and strategies and with the Homes and Communities Agency to help the development and delivery of Regional Investment Strategy. We will also continue to produce, share and update local authority level data on markets for each Local Authority area on a monthly basis – to inform local decision-making.
62. We will, as required by Ministers, provide advice on how the Regional Housing Pot should be targeted and priority groups to be helped into home ownership. We will also continue to monitor delivery of housing strategy outcomes on behalf of Government (including the impact on CLG's PSA targets) and to use monitoring information to influence and inform future funding allocations.
63. A key focus of the Housing and Regeneration board will be to improve establishing housing priorities from the functional sub regional level and to facilitate local and sub-regional delivery. This work is funded from the 'regional research and supporting delivery pot' and is additional to CLG grant and will include a range of innovative delivery initiatives.

Regional Scrutiny and Accountability

64. Our arrangements for Regional Scrutiny in 2009/10 have been reconsidered following publication of the Government's response to SNR, and we have agreed a two-stage approach.
65. LGYH will ensure the continuity of scrutiny of the Regional Economic Strategy for the coming year, working closely with the Local Authority Scrutiny Officers' network.

66. Following early discussions with the Parliamentary Committee Clerks it is clear that existing Assembly capacity will be needed to support Regional Committees. In the first instance, it is proposed that this work is directed from within Yorkshire Forward and will include helping shape the arrangements for the Committee to ensure that we maximise the impact of parliamentary scrutiny within the region.

Conclusion

67. In Yorkshire and Humber we have moved quickly and with real purpose to establish new and effective governance arrangements in advance of most other regions. We are certain that we can deliver this ambitious programme of work in 2009/10 and make a real difference to the way the region faces the challenges ahead. However, to maintain this momentum we are now seeking:
- Confirmation of the interim designation of the new governance structure for regional planning body purposes;
 - Agreement to fund the transition costs as set out; and
 - Assurances of funding post 2010/11 so that our new arrangements can be put on a secure footing as soon as possible.
68. We look forward to working with Government to deliver our first 'regional' Business Plan.

ANNEXES

ANNEX A Activity Plans

The tables include some outputs and time targets for 2009/10, with Q1, Q2, Q3 and Q4 indicating in which quarter of the year completion of the activity is anticipated.

Where this information is not included it is because details of actual activity and timetable are not yet clear

ANNEX B Summary Financial Details for 2009/10

ANNEX C Risk Assessment

ANNEX D Review of Progress and Achievements in 2009/10

ANNEX E Transition Plan to 31 March 2009

ANNEX F Yorkshire Forward/LGYH SNR submission, June 2008

CORPORATE ACTIVITY

Total Resource Input – 2008/09			
CLG Single Pot	CLG Transition	Other Funding	YF Funding
508	97	30	254

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
To secure effective new regional governance arrangements from 1 April 2009 that result from a managed transition and closure of the Yorkshire and Humber Assembly.	<ul style="list-style-type: none"> New Regional Governance arrangements in place with membership, Terms of Reference of all Boards etc finalised and meeting and overseeing delivery of the priorities set out in this Business Plan. (Complete early part of Q2) 		<p>LGYH/YF</p> <p>LGYH/YF</p>
To ensure effective secretarial support to the new arrangements is in place	<ul style="list-style-type: none"> Secretariat support provided to the regional governance structures as follows: Joint Regional Board, Work and Skills Board and Transport Board and associated networks Leaders Board, Regeneration and Housing Board and Planning Board and associated networks (Q1 set up then ongoing through out year) 	<ul style="list-style-type: none"> New regional arrangements fully supported and operating effectively 	<p>YF</p> <p>LGYH</p>
To ensure effective communication and consultation as an essential basis of Regional work.	<ul style="list-style-type: none"> Positively promote the new regional arrangements through targeted publications and the media. Including a range of publicly accessible reports and information notes and providing details about our work on relevant websites. (Communications Plan completed start Q1 then 	<ul style="list-style-type: none"> LAs/partners fully engaged in and shaping regional business. Better and inclusive decision-making. Public and media aware of the continuing work during the transition period as necessary to transact business. All documents publicly accessible. 	<p>LGYH</p>

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
	implementation throughout the year)		
To deliver a range of events as an essential basis of Regional work.	<ul style="list-style-type: none"> • Annual Yorkshire and Humber Conference for key regional and national stakeholders (Q4) • Other events organised as needed to ensure effective consultation and communications (Ongoing) 	<ul style="list-style-type: none"> • Events successfully used to deliver Business Plan outcomes - 	YF
Proposals developed and in place to establish new relationships and different ways to engage with stakeholders in regional working.	<ul style="list-style-type: none"> • A range of initiatives to be delivered in 2009/10 that will ensure full involvement of partners and the public to support the delivery of work set out in the Business Plan. • Support/ maintenance of effective stakeholder networks to support the work of the Thematic Boards. (Scope of new arrangements agreed early part Q2. Then Implementation ongoing including review to take account of developing arrangements for IRS) 	<ul style="list-style-type: none"> • Ensuring relevant and 'added value' expertise from a range of stakeholders continues to support the work of Regional Boards. 	LGYH/YF

STRATEGY INTEGRATION AND REGIONAL RESOURCE ALLOCATION

Total Resource Input - 2008/09			
CLG Single Pot	CLG Transition	Other Funding	YF Funding
218	0	10	612

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
Ensure creation of effective new arrangements for strategy integration in relation to the new regional strategy	<ul style="list-style-type: none"> Work with partners to securing longer-term arrangements, where appropriate, to deliver functions previously undertaken by Assembly. Establish a regional Challenge Board (Details still to be developed based on the outcomes of a DEFRA Transition and Transformation-funded study that is due for completion early 2009). (Implementation Q1 2009/10) 	<ul style="list-style-type: none"> Region has robust information/support to address challenges that threaten the sustainable development of the region. 	LGYH/YF
Ensure sustainable development work and principles are effectively embedded within the new arrangement and development of new integrated regional strategy	<ul style="list-style-type: none"> Continue work to implement the Integrated Regional Framework and embed sustainable development principles within the Regional Strategy and other strategies and plans at local, sub regional and regional level as they are being developed and implemented. (Ongoing as part of strengthened relationships with local authorities and functional sub regions) 	<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. 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. 	Yorkshire Futures (TBC)
Regional Funding Advice (RFA2) and activity in response to the economic downturn	<ul style="list-style-type: none"> Undertake follow-up work in relation to RFA2 Develop and implement programme of activity emerging from initiatives developed to respond to the economic downturn. (Ongoing complementary to work of Yorkshire Forward and the Regional Economic Council) 	<ul style="list-style-type: none"> Regional Investment Priorities delivered Helped minimise regional impact of economic downturn. 	LGYH/YF
Support to Regional Climate Change	<ul style="list-style-type: none"> Provide support the Regional Climate Change Partnership to ensure continuity in progressing 	<ul style="list-style-type: none"> Region has robust information to address major climate change/adaptation challenges that threaten the 	Regional Climate

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
Partnership to progress revised plan and outcomes from adaptation/UKCIP studies.	the implementation of the revised Climate Change Action Plan and taking forward recommendations of Regional Adaptation/UKCIP 2008 Studies. (Delivery as per the Climate Change Action Plan)	sustainable development of the region. <ul style="list-style-type: none"> This information will be fed into the Independent Board and Thematic boards for consideration during drafting of the IRS 	Change Co-ordinator
Support other sustainable development related initiatives, including energy bio diversity and waste	<ul style="list-style-type: none"> Provide resource/support for Sustainable Development related initiatives including the Regional Energy Forum (Ongoing) 	<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. Feeding the views of the sector into the Independent Board and Thematic Board for consideration during IRS development. 	LGYH/YF
Support the work of Yorkshire Futures to ensure common regional evidence base	<ul style="list-style-type: none"> Provide support to/and commission work from Yorkshire Futures to support: Development of a common Evidence Base Monitoring of the Integrated Regional Strategy and precursors Sustainable development and challenge; Other regional research (Ongoing) 	<ul style="list-style-type: none"> Development of better indicators to monitor regional trends. Evidence base in place for development of Integrated regional strategy and to support policy development and implementation. Effective regional challenge function developed through providing support for the Independent Board 	Yorkshire Futures/YF
Support participation in partnerships and boards as required.	<ul style="list-style-type: none"> Secure full Member/Officer engagement in external partnerships and boards as required (Ongoing) 	<ul style="list-style-type: none"> Members/Officers influencing policy etc to the benefit of Yorkshire and Humber 	LGYH/YF

PLANNING AND TRANSPORT

Total Resource Input – 2009/10			
CLG Single Pot	CLG Transition	Other Funding	YF Funding
839	0	40	306

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
To continue the work on the update of the Yorkshire and Humber Plan (RSS), as set out in the published project plan – working closely with city/sub-regional boards and panels.	<ul style="list-style-type: none"> Take stock of responses to the strategic options consultation document and assess implications. (Q1 2009/10). Develop revised proposals and policies for the Plan (Q1 & Q2 2009/10). Fulfil Sustainability Appraisal, Strategic Environmental Assessment, Habitats Directive Assessment and Climate Change Act requirements. Work with Regional partners to agree and submit RSS update submission and launch public consultation. (Q2 2009/10). Work with GOYH and PINS to prepare for Examination in Public. (Q3 2009/10). Input to Examination in Public in February 2010. (Q4 2009/10). Respond to SOS Proposed changes. (Q2 2010/11). 	<ul style="list-style-type: none"> A Review process that focuses on the longer term needs of the Region and acts as a continuous development of the Plan rather than a wholesale review. A review that addresses the issues of scale of growth, locations for growth and infrastructure for growth. 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 Integrated Regional Strategy and post-SNR relationships. Closer working with and building capacity of city/sub-regional planning boards and panels. 	LGYH
To provide ongoing support for the regional technical advisory body on waste (RTAB) and for the Regional Aggregates Working party (RAWP)	<ul style="list-style-type: none"> Complete and endorse the RAWP Annual Report Complete and endorse the RTAB Annual Report 	<ul style="list-style-type: none"> Minerals and waste planning processes in the region are informed by up-to-date information. 	LGYH

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
To draw together the Region's strategic evidence base in preparation for the new integrated regional Strategy and to support functional sub region and local authority work	<ul style="list-style-type: none"> • Work with Yorkshire Forward to test the work of, and liaise with, the NHPAU • Work with Yorkshire Forward and other regional partners to test, assess and use economic, population, migration and household projections, models and assessments. • Continue to develop essential evidence base work for the RSS Update, the Integrated Regional Strategy (and of use to city regions and local authorities on cross boundary working) on regional flood risk; housing land supply; transport; and green, community and physical infrastructure. • Work with Yorkshire Forward to develop new arrangements for the development of the Integrated regional strategy and how RSS work carries forward into it. 	<ul style="list-style-type: none"> • National assessments and projections are tested • Regional needs are identified • RSS Review has a sound basis 	YF/LGYH/ Local Authorities/ Yorkshire Futures
To provide support within the new arrangements to the new Planning Board	<ul style="list-style-type: none"> • Advise and support the work of the new spatial planning board. • Develop new/ strengthened working relationships with city/sub-regional panels/ boards. 	<ul style="list-style-type: none"> • New Board operating effectively at Regional level and with clear relationship to city/sub-regional working. 	LGYH
Implement the Yorkshire and Humber Plan	<ul style="list-style-type: none"> • Update RSS Implementation Action Plan and identify annual implementation priorities in light of Annual Monitoring Report (Q1 2009/10) • Achieve closer alignment with implementation activities of Regional Economic Strategy – in preparation for a joint implementation plan for the new Integrated Regional Strategy. • Work closely with new Housing and Regeneration Board to feed into review of 	<ul style="list-style-type: none"> • Outcomes of the RSS are being achieved through strategies, plans and activities at regional, sub-regional and local levels • Specific implementation roles and activities detailed in the RSS are being realised and delivered. • Developing integrated approach to implementation activity in advance of new Integrated Regional Strategy Implementation Plan • Influencing priorities of other strategies and plans • Improved co-ordination of investment activity across region 	LGYH LGYH/YF LGYH/Homes and

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
	<p>housing priorities and help to: deliver overall housing numbers, address problems associated with failing housing markets and affordable housing needs and meet needs of gypsies and travellers (2009/10)</p> <ul style="list-style-type: none"> • Develop capacity in region to maximise use of Community Infrastructure Levy (2009/10) • Complete work on policy implementation guides for sub-regional and local policy development, including workshops for local authorities on renewable energy, affordable housing, employment, waste, flood risk and biodiversity (Q1 and 2 2009/10) • Contribute to the development of, and support the delivery of City Region Development Programmes (timescales dependent on City Region Partnership work) • Work with partners at sub-regional and city-regional level to carry forward work on strategic housing markets, growth points, transport delivery, economic development, infrastructure delivery and strategic Green Belt reviews as needed • Contribute to the development of Local Transport Plans 3 by local highway authorities in the region 	<ul style="list-style-type: none"> • Greater collaborative working and alignment of sub-regional strategies and programmes. 	<p>Communities Agency</p> <p style="text-align: center;">LGYH/YF</p> <p style="text-align: center;">LGYH</p> <p style="text-align: center;">LGYH/YF</p> <p style="text-align: center;">LGYH/YF</p> <p style="text-align: center;">LGYH/YF</p>
<p>Work closely with local authorities on local development frameworks and strategic planning applications</p>	<ul style="list-style-type: none"> • Provide ongoing advice and assistance to local authorities in preparing their local development frameworks, with all consultation responses meeting deadlines set by local authorities and production of written material for Examinations as required • Provide opinions on general conformity of development plan documents with RSS as 	<ul style="list-style-type: none"> • RSS being implemented (and outcomes achieved) through local authority development plan documents and major development proposals. • More streamlined working between Regional Planning Body and local authorities and shorter inquiries into local authority development plan documents. • Statutory performance targets for Regional Planning Body met. 	<p style="text-align: center;">LGYH</p>

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
	<ul style="list-style-type: none"> • required and within statutory deadlines • Respond to consultations and requests for pre-application advice on planning applications as required and within agreed deadlines • Represent Regional Planning Body at Examinations and Inquiries where required with focus on written representations whenever possible • Review regional protocol on roles in the planning system and system for commenting on applications with new Planning Board (Q1 2009/10) • Ensure changes to system brought about by new legislation are clearly communicated to local authority and partner bodies as required (anticipated Q3 2009/10) 	<ul style="list-style-type: none"> • A system in operation that continues to coordinate effectively with the role of regional partners and that has the support of local authorities and other regional stakeholders. • A system moving to an emphasis on working with partners on delivery of the strategy, rather than the formal conformity process likely to end during the year (with the coming into law of the Local Democracy etc Bill). 	
Monitor the implementation and delivery of RSS	<ul style="list-style-type: none"> • Prepare Annual RSS Monitoring Report to meet statutory deadline (end Feb 2010) in parallel with Progress in the Region • Further develop integrated approach to monitoring at regional level (building on the joint publication of RSS AMR with 'Progress in the Region' regional monitoring report in Q4 2008/09) as a preparation for joined-up monitoring for the Integrated Regional Strategy. 	<ul style="list-style-type: none"> • Assessing whether RSS is being implemented within context of change across the region • Developing an effective monitoring system for new Regional Strategy • Meeting requirements of Data Protection Act 	LGYH/Yorkshire Futures/YF
Development of Regional Transport Strategy (RTS) as part of the RSS Update.	<ul style="list-style-type: none"> • Take stock of RSS Update spatial options consultation responses. (Q1 2009/10) • Develop revised RTS and sub area transport proposals and policies. (Q1 2009/10) 	<ul style="list-style-type: none"> • More opportunities for people to make more sustainable travel choices. • Stronger link between future housing growth and transport infrastructure, services and capacity. 	YF
Development of longer term transport priorities.	<ul style="list-style-type: none"> • Develop the Strategic Prioritisation Framework to shape post 2014 priorities (Q1 	<ul style="list-style-type: none"> • Transport investment in the region meeting the Region's needs and delivering regional priority 	YF

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
	2009/10) <ul style="list-style-type: none"> • Identify future evidence base/study needs as part of DfT's long-term DASTS (Developing a Sustainable Transport System) work by summer 2009 (Q2 2009/10) • Submission to DFT on the Region's longer-term transport priorities as part of DASTS by summer 2010 (2010/11) 	outcomes.	
Provision of Regional Funding Advice on Transport and RFA programme management.	<ul style="list-style-type: none"> • LGYH, Government Office and regional partners to continue to develop a strengthened approach to programme management of the Region's RFA transport funding priorities. • Work with partners to provide further advice to DfT on the use of the Highway Maintenance block in the Region (Q1 & Q2 2009/10) 	<ul style="list-style-type: none"> • Better programming of schemes, less slippage and better take up of our Region's RFA funding. 	YF
Development of Regional Evidence Base	<ul style="list-style-type: none"> • Development of regional evidence base on transport constraints and opportunities as input to the RSS Update (Q1 2009/10). • Continue to develop the use of shared evidence with sub-regional partnerships, Highways Agency, Network Rail, the Northern Way and other partners. • Identify the Region's future evidence base requirements by summer 2009 as an input to DASTS (Q1 2009/10) 	<ul style="list-style-type: none"> • Clearer identification of problems, issues and needs to support the identification of long term regional priorities. 	YF
Support to regional transport thematic board	<ul style="list-style-type: none"> • Advise and support the work of the new transport board • Develop new/ strengthened working relationships with city/sub-regional panels/ boards. 	<ul style="list-style-type: none"> • New Board operating effectively at Regional level and with clear relationship to city/sub-regional working. 	YF

HOUSING

Total Resource Input – 2009/10		
CLG Single Pot	CLG Transition	Other Funding
207	0	149

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
Maintain and update the Regional Housing Strategy and associated investment plan.	<ul style="list-style-type: none"> • Ensure housing issues feed into the Integrated Regional Strategy. As per IRS timetable • Work with functional sub-regions to develop strategy and structures. (Ongoing) • Produce advice to ministers on non-Housing Corporation investment for 2010-11. (Q3) • Work with Homes and Community Agency (HCA) to support development and delivery of regional investment strategy (Q1 and then ongoing) • Develop evidence base and methodology for future allocation and investment (for 2011-15) (complete Q4) • Work with partners to ensure transition to new arrangements with HCA and the implementation of the SNR. (Ongoing) • Produce, share and update local level data on functioning of housing markets. (Monthly updates) 	<ul style="list-style-type: none"> • Funding directed to meet Region's strategic priorities. • Delivery of the strategy • Effective structures that deliver for the region • Regional policy context that creates maximum flexibility at local level in delivery of housing and regeneration. 	LGYH
Housing Options	<ul style="list-style-type: none"> • Work with LA's to develop and roll out a best practice model for housing options advice, building on the work of current 'trailblazers' (Q2/3) 	<ul style="list-style-type: none"> • Good quality advice to individuals on housing options available to them at LA level 	LGYH
Gypsy and Travellers	<ul style="list-style-type: none"> • Ensure good quality provision for Gypsies and Travellers where there is an identified need. • Advise HCA on investment programme for new and existing Gypsy and Traveller sites • Work with partners to deliver Gypsy and Traveller Action Plan. (Ongoing) 	<ul style="list-style-type: none"> • Increased and higher quality Gypsy and Traveller provision in areas where there is an identified need. 	LGYH

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
Improving Private Sector Stock	<ul style="list-style-type: none"> • Work through Regional Loans Service to agree concordats with all LAs on provision of loans (As per Regional Loans BP) • Work with LAs and partners on sharing best practice and intelligence on Affordable Warmth and energy efficiency. (Ongoing) • Work with LAs to create a network of practitioners dealing with private sector stock condition (As per action plan) 	<ul style="list-style-type: none"> • LAs reaching decent homes targets for private sector housing by 2010. • Radical improvement in dealing with fuel poverty in our region. • National and regional policy helping address fuel poverty. • More effective and shared approaches on private sector renewal. 	LGYH
Improving Affordable Housing Delivery	<ul style="list-style-type: none"> • Maintain rural housing group and roll out training relating to the rural housing guide in relevant LAs and sub-regions • Roll out and promote online guide to delivering affordable housing • Work with LAs to create a network of practitioners dealing with private sector stock condition (All ongoing) 	<ul style="list-style-type: none"> • Ensuring that the region has a good supply of new affordable homes, accessible to all – both through Housing Corporation programme and the planning system. • Practitioners dealing with rural housing having the skills and knowledge to deliver in a challenging environment. 	LGYH
Working with developers to improve delivery	<ul style="list-style-type: none"> • Work with HCA to continue work of the Quality Places Forum (which brings together developers and LAs) to share thinking on how we can best deliver regional, city regional and local strategies (1 meeting per Q) 	<ul style="list-style-type: none"> • Strategies that involve the development sector in their development and delivery 	LGYH
Monitor delivery of RHS investment and outcomes	<ul style="list-style-type: none"> • Continue to monitor the delivery of housing investment and associated outputs. • Develop new monitoring arrangements for housing investment within the context of the developing Single Strategy and Progress in the Region (Q monitoring report to Housing and Regeneration Board) 	<ul style="list-style-type: none"> • A clear understanding of the impact that RHB investment is having • Integrated future monitoring arrangements that inform the region where its strategies are working 	LGYH
Support to regional housing and regeneration thematic board	<ul style="list-style-type: none"> • Advise and support the work of the new housing and regeneration board • Develop new/ strengthened working relationships with city/sub-regional panels/ boards. (Ongoing) 	<ul style="list-style-type: none"> • New Board operating effectively at Regional level and with clear relationship to city/sub-regional working. 	LGYH

REGIONAL SCRUTINY AND ACCOUNTABILITY

Total Resource Input - 2008/09		
CLG Single Pot	CLG Transition	Other Funding
197	0	10

Process/Activity	Output & PI's	Outcome/change on the ground	Delivery by whom
Scrutiny of the Regional Economic Strategy	<ul style="list-style-type: none"> • Undertake scrutiny of the Regional Economic Strategy (specific arrangements are still to be developed for transition period). • Monitor the delivery of scrutiny action plans and report progress to the region. (Complete reviews tbd Q2 and Q4) 	<ul style="list-style-type: none"> • Improved delivery of RES by YF and partner organisations. • Issues/opportunities identified by scrutiny reviews addressed/implemented; • Continued confidence in regional accountability arrangements during transition 	LGYH
Support and influence the development and work of the Regional Select Committee	<ul style="list-style-type: none"> • Officer support provided to Select Committee process (exact nature TBD in discussions with Committee Staff) • Working relationship established between Select Committee Leaders' Board and Joint Regional Board (Breadth of involvement to be agreed Q1. Implementation ongoing) 	<ul style="list-style-type: none"> • New arrangements for scrutiny/accountability working well • Improved delivery of the regional strategies and targeting of regional resources. • Greater accountability by Whitehall to the region and by regional bodies to Government 	LGYH/YF

SUMMARY FINANCIAL DETAILS 2009/10

	Source of Funding			
	CLG Regional Assemblies' Funding Agreement	CLG Contribution to Transitional Costs	Other Funding ¹	Yorkshire Forward Funding
	£'000	£'000	£'000	£'000
Expenditure on				
Corporate Activity	508	97	30	254
Strategy Integration & Regional Resource Allocation	218	0	10	612
Planning & Transport	839	0	40	306
Housing	207	0	149	0
Regional Scrutiny & Accountability	197	0	10	0
Total	1,969	97²	239	1,172

¹ Made up of: Housing Research Grant (£133K), Interest Receivable (£65k) and Office Rental Income (£41k).

² Made up of: £25,000 legal and other fees and £72,000 arising from efficiency savings (one off costs).

Risk Assessment of Business Plan

Activity	Impact	Initial Risk	Mitigation	Residual Risk
Corporate				
Fail to have smooth transition to new governance arrangements	Loss of credibility for regional structures, poorly supported, so difficult to make key regional decisions etc	H	LGYH/YF/GOYH work together to positively promoted new arrangements underpinned by robust partnership agreement	L
Failure of new governance arrangements	Loss of credibility for regional structures, poorly supported, so difficult to make key regional decisions etc. Government imposes 'default' arrangements	H	LGYH/YF/GOYH work together to positively promoted new arrangements underpinned by robust partnership agreement. Arrangements to be subject to review by the Joint Regional Board at the end of year	L
Poor communication and events activity	'Region' does not understand new arrangements or how to engage resulting in loss of credibility etc	M	LGYH and YF work closely together to develop events and communications programme – although separately undertaking delivery providing effective joint leadership to ensure co-ordination overall	M
Disengagement of stakeholders and partners in regional working	Existing regional SEE partner capacity lost leading to poorer, less inclusive decision making at regional level	H	New ways for engaging with SEE partners developed and particular attention given to maintaining regional capacity of difficult to reach groups ie faiths, BME etc	M
Dividing assembly staff team and functions results in loss of 'expert' capacity (staff and resources eg GIS) and loss of integrated work b/w housing, planning and transport	Not able to deliver current business plan work programme or resource early work on IRS, SNR changes perceived to be bad for the region with negative impact on reputation of LGYH and YF	H	YF/LGYH develop and implement strong partnership agreement and ways of working, underpinned by mutual respect and trust. Staff provided with certainty about long-term future as soon as possible. CLG confirm further 3 year funding post 2009/10.	L

Activity	Impact	Initial Risk	Mitigation	Residual Risk
Sustainable Development and Regional Resource Allocation				
New Challenge Board not established. Less focus on sustainable development objectives	10 regional challenges not addressed in developing strategies and plans, support for climate change at expense of other key SD issues	H	LGYH/YF provide adequate resources to new Challenge Board, and continue to recognise and support its work as a key part of the regional governance structures	M
Economic downturn delays delivery of key regional investment priorities	Non delivery of regional growth and related targets, increasing unemployment, key infrastructure projects not delivered	H	Joint Regional Board makes this focus of activity in first months working with local and national government to take advantage of initiatives to minimise impact in region	H
New arrangements (split of strategic functions between LGYH and YF) fail to deliver greater integration	Do not take full advantage of opportunities offered by SNR and return to 'silo thinking' and working	M	New governance and working arrangements to 'bed-in' over 2009/10 and then subject to review to ensure optimise working arrangements and integration of activity	L
Planning and Transport				
CLG do not 'designate' the new governance arrangements	No legally constituted body to undertake regional planning functions. Significant loss of confidence in new governance arrangements.	H	YF/LGYH reconfigure governance arrangements to meet designation criteria	M
			CLG make necessary changes to Statutory Instrument to enable designation of proposed governance arrangements	L
Region does not support the Regional Plan (RSS) update	Non delivery of sufficient homes and associated infrastructure to meet the region's long-term needs	H	Work to be undertaken as part of RSS update continued and considered as part of IRS development	L
Status and traction of RSS undermined by change to IRS and work on LDF's and strategic planning applications confused as a result	Planning framework at local level confused, resulting in less efficient/slower planning system	M	LGYH/YF/GO give clear and consistent message re RSS implementation and conformity in transition year, and engage with local authorities at an early stage on impact of move to IRS and the timetable for change over.	L

Activity	Impact	Initial Risk	Mitigation	Residual Risk
Anticipated input from City/Sub Regions not forthcoming due to lack of capacity	No 'bottom-up' buy in or shaping of the Regional Plan update work, current RSS implementation activity, or initial development of work around IRS. Local authorities and partners are disengaged from development and delivery of RES, RSS, IRS etc	M	New regional governance arrangements built from local and sub regional partnership base. Resource from regional level, (LGYH /YF) directed to support capacity at appropriate spatial level.	M
Fail to adequately resource 'other' RSS activity eg Waste	Statutory functions not delivered. Failure to progress work in key areas.	M	Areas of work acknowledged and adequate resources applied.	M
Successor Planning and Transport Boards not up and running to take over from existing Boards	Statutory Planning Functions stop. No strategic LA member input to RSS update at crucial point in work. No strategic LA member input to development and delivery of regional transport priorities. Loss of member and partner capacity at regional level.	H	Joint Regional Board to ensure arrangements for successor boards finalised at meeting on 6 March 2009 Thematic Board arrangements to be subject to review at year-end.	L
Disruption to work as a result of transfer of Assembly transport resource to YF. Transport Team 'isolated' from housing and planning work and new transport proposals and policies not fully integrated into RSS work	Development of long-term transport priorities delayed – loss of credibility in region and with Government. Strategic transport decisions taken in isolation from wider infrastructure decisions resulting in disjointed delivery and failure to maximise positive impact of public sector investment.	M	Mechanisms for joint working between YF Strategy Team and LGYH Strategy Team put in place from 1 April 2009. Effectiveness reviewed by Joint Regional Board at year-end and changes made as necessary.	M
Housing				
Successor Housing and Regeneration Board not up and running to take over from existing Board	Limited LA member input to development and delivery of regional housing priorities. Loss of LA member and partner capacity at regional level.	H	Joint Regional Board to ensure arrangements for successor boards at meeting on 6 March 2009. Thematic Board arrangements to be subject to review at year-end.	L

Activity	Impact	Initial Risk	Mitigation	Residual Risk
Housing Team depleted following transfer to LGYH particularly in relation to strategic housing role and investment advice.	Strategic overview of delivery of housing strategy lost resulting in poor understanding and lack of initiatives to address wider housing issues in IRS and poor advice to Government on Single Regional Housing Pot. Slow down in delivery of the Regional Housing Strategy activity including work to maintain delivery of affordable housing, improving stock condition etc.	M	Early review of strategic housing capacity by LGYH in discussion with HCA (also proposing to build strategic housing capacity)	L
Less support for and monitoring of sub/city region housing partnerships	Lack of capacity for delivery. Prospect of slippage on programmes, no oversight /co-ordination of opportunities to 'manage' regional housing pot effectively in year.	H	Resource from regional level, (LGYH /YF) directed to support capacity of sub/city region housing partnerships as part of wider arrangements to build capacity at correct spatial level	M
Scrutiny and Accountability				
Current year scrutiny of RES ineffective because of government proposals to discontinue regional scrutiny and loss of interest from Leaders Board	Less effective and responsive delivery of RES. Loss of regional scrutiny capacity. No confidence in regional accountability arrangements during transition year.	H	LGYH/Leaders Board/YF continue to resource and support scrutiny of RES using ongoing work as opportunity to develop arrangements going forward (possibly in conjunction with Regional Committee arrangements)	L
Failure to engage in the work of Regional Committees	Regional Committees developed and operating in isolation from new governance arrangements and making little contribution to supporting/improving regional activity.	H	LGYH/YF/Leaders Board/Joint Regional Board ensure early discussions with Regional Committee to determine nature and extent of engagement.	H

Key:

H – High Risk

M – Medium Risk

L – Low Risk

REVIEW OF PROGRESS AND ACHIEVEMENTS IN 2008/09

1. Our 2008/09 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 and engagement with members and the region. Publications have included our Annual Report, the Integrated Regional Framework, reports to support service area activity (such as housing and planning) and, through support for the work of Yorkshire Futures, the 'Progress in the Region' report. The Assembly newsletter 'Essentials' and the associated 'Mini-Essentials' continue to be well received. We also have good relations with the media and have achieved a higher level of significant positive coverage, particularly in relation to the Yorkshire and Humber Plan (RSS), Scrutiny, housing and Sustainable Development issues this year. In addition, the Assembly website continues to attract a large number of "hits", particularly in relation to consultations.
4. The Assembly has continued to build effective working relationships with Regional MPs, Peers and MEPs and has established links with the Regional Minister, who has attended a range of successful Assembly events, including the RSS/housing conference in November 2008 and a number of full Assembly and Regional Executive Board meetings.
5. Within the Assembly secretariat a staff development and review programme has been in place this year. A staff 'home working' 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. The emerging Integrated Regional Framework (IRF) was completed, published and launched at the AGM in June 2008. The IRF Monitoring Framework and Indicators were agreed, while activity in the last two quarters of 2008/9 will see work continue to implement the IRF through the RSS Review.
7. The Assembly has continued to host Natural England's Regional Co-ordinator. Development of a Regional Biodiversity Strategy is due to culminate in the publication and launch of the document in January 2009.
8. A major piece of work on a Regional Adaptation Study on climate change was overseen by the Assembly, supported by a number of other regional partners. The study is due to be launched in March 2009. Other work undertaken included completion of the discussion paper to help support Local Authorities monitor and measure greenhouse gas emissions (as part of the new Local Government Performance Framework); supporting the Scrutiny Review into Climate Change; and (through the Sustainable Development Board), maintaining a sustainable development challenge function and working with partners to support development and delivery of the Regional Climate Change Action Plan.
9. The Assembly has also continued to support the work of the Regional Energy Forum, which oversaw the completion of reports on a 'Vision for Biomass' and the 'Status of Biofuels'. The Forum continues to be involved in the implementation of energy-related issues and in continuing work on the future of clean coal technologies.
10. The Assembly has also led work developing the next round of Regional Funding Allocation advice, due to be reported back via the Regional Minister in February 2009.

Key Achievements in Planning and Transport

Planning Strategy

11. In May 2008 the final Yorkshire and Humber Plan was published by the Secretary of State for Communities and Local Government. This major regional milestone was reached following the extensive involvement of the Assembly and many organisations and partners in the preparation process.

12. Through the Regional Planning Board significant progress has been made during the year on a '2009 Update' to the Plan, focusing on the scale and location of longer-term housing growth in the Region. During the year we have consulted on and completed the project plan for the Update, issued a 'Call for Evidence' document to foster debate and discussion early on in the process and undertaken a major consultation exercise on future 'spatial options' for the region. Integral to this process has been an independent Sustainability Appraisal, which also addresses European Directive requirements for Strategic Environmental and Habitat Regulations assessments.
13. A series of evidence-base studies have been undertaken to underpin the 2009 Update work. This work will also serve to inform the development of the Integrated regional strategy in future and also sub-regional and local planning work. Particular focus has been on key issues such as flood risk and infrastructure. We have continued to provide evidence (and contributed) to the work of the National Housing and Planning Advice Unit. Joint working between the Housing and Planning Boards has had a particular focus on improving our understanding of strategic housing markets across the Region.
14. The annual reports of the Regional Aggregates Working Party (RAWP) and the Regional Technical Advisory Board on Waste (RTAB) have been completed and endorsed. Assembly officers have continued to facilitate the Regional Planning Forum and Technical Advisory Group and support the work of city/sub regional panels and boards.

Planning Delivery and Conformity

15. An Implementation Action Plan (IAP) for the Yorkshire and Humber Plan (RSS) has been drawn up to identify the activities that are needed to help ensure the outcomes of the RSS are achieved. This provides a framework within which annual implementation priorities can be agreed.
16. The Assembly has continued to work with local authorities to ensure that Local Development Frameworks and major planning applications help implement RSS. This has two aspects: responding to consultations on draft Local Development Frameworks and planning applications and guiding work on local policy and decision-making. A range of activities has helped this work, including the preparation of written guides. These relate to the annual implementation priorities agreed under the framework of the IAP.

17. The 2007 Yorkshire and Humber Plan (RSS) Annual Monitoring Report (AMR) was submitted on time and published in March 2008. Work on the next AMR is well underway and will be completed, on target, by the end of February 2009. This year the AMR is being much more closely aligned with the Regional monitoring document 'Progress in the Region'.

Transport and Infrastructure

18. Work on Regional Funding Advice has been the dominant focus of the Regional Transport Board this past year. Working closely with Yorkshire Forward and Government Office the Assembly has led both an interim review of the existing RFA transport programme and a full review as part of the wider RFA2 exercise. The reviews have resulted in the Board endorsing proposals for over £500m worth of new transport schemes for the Region.
19. Work has also started on looking at longer-term priorities through a Strategic Prioritisation Framework which provides a starting point for the Region to respond to the Department for Transport's goals set out in 'Delivering a Sustainable Transport System' (DASTS). Involvement with, and responses to, Northern Way, Government and City Region transport work have all continued. Assembly officers have continued to facilitate the Regional Transport Forum and Transport Officers' Group and support the work of the city region panels and boards.
20. As part of the RSS Review a Transport Constraints and Opportunities study has been completed to ensure that the 2009 RSS Update has a strong transport basis. Major scoping studies have also been completed looking at Green Infrastructure and Critical Infrastructure in the Region and we continue to participate in the Yorkshire Forward hosted Regional Utilities Group.

Key Achievements in Housing and Communities

21. 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. The Board provides an excellent foundation for the development of new arrangements from April onwards.
22. The Board's ongoing work on housing investment allowed us to respond to Government late in 2008 on the division and use of the non-Housing Corporation element of the single housing pot. The other major piece of

investment related work this year was around responding to the Regional Funding Advice process. This work is ongoing, but our existing investment plans and evidence base has allowed us to develop a clear and robust set of priorities that balance the long term challenges the region faces with the short term difficulties in the housing market.

23. A key area of work for the Board this year was identifying and responding to some of the issues caused by the challenging housing market conditions. This led to the production of an Action Plan to deal with the downturn. This Action Plan was the first of its kind nationally and showed the region being proactive in responding to the challenges that the credit crunch has caused. The Plan received a great deal of national and regional attention – and delivering activities from the action plan forms part of the business plan for 2009-10.
24. 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. Following work by the Assembly, the number and quality of bids improved significantly, and the resulting number of pitches improved or created increased. There has also been work with Planning Aid on helping the Gypsy and Traveller community understand and use the planning system.
25. Work with planning colleagues on improving delivery of affordable housing has also continued. Work to create an online resource for practitioners at a local level is underway, and a specific guide for people involved in delivering affordable housing in rural areas has been created. Rollout and training linked to the rural guide will take place next year.
26. Improving the monitoring arrangements for housing has also led to a much better understanding of how the region is performing in terms of delivery of housing investment – particularly on regeneration issues. This has resulted in more focused work on supporting delivery in those areas where performance has been difficult.

Key Achievements in Scrutiny

27. A review into Climate Change (summer 2008) was carried out and agreed by the Scrutiny Board and the Assembly before being distributed widely. The current review into Investment Planning is due to be presented to the full Assembly in February following discussions by the Scrutiny Board early in 2009.

28. As part of the agreed scrutiny monitoring arrangements Yorkshire Forward reported back to the Scrutiny Board on employment and the rural economy reviews.
29. A Scrutiny promotional publication, highlighting the benefits of reviews "on the ground" was published and distributed with targeted letters in May 2008. This received good feedback and a number of requests for extra copies
30. 'On-line' consultations have continued to develop during reviews, while Focus group activity, including meetings with the Federation of Small Businesses, Chambers of Commerce and community representatives, have further assisted with work. The normal consultation with Assembly members throughout the process has also been maintained.
31. The Assembly has had on-going input into national and regional discussions over new, post-SNR scrutiny arrangements and Parliamentary Regional Select Committee, via both ERN, the Centre for Public Scrutiny (CfPS) and contact with the clerk responsible for the planned Regional Committees.
32. The Assembly also commissioned a review of regional scrutiny in Yorkshire and Humber since 2002 to take forward lessons learned into new arrangements.