

SOCIAL JUSTICE

A Summary of Investment Planning - February 09

**YORKSHIRE
AND
HUMBER
ASSEMBLY**

The Regional Strategic Partnership

In April 2004 Yorkshire Forward allocated a five-year budget of £137 million to the Yorkshire Forward Development Fund (YFDF) for regional projects, pilot initiatives and research and development

Yorkshire Forward awarded the Humber sub-region £118 million for April 2004 to March 2009

The South Yorkshire sub-region was awarded £243 million by Yorkshire Forward for April 2004 to March 2009

Yorkshire Forward awarded the West Yorkshire sub-region £192 million for April 2004 to March 2009

The North Yorkshire sub-region was awarded £47 million by Yorkshire Forward for April 2004 to March 2009

Welcome to this short summary of our scrutiny review on Investment Planning. Regional scrutiny has always concentrated on aspects of the Regional Economic Strategy (RES). Given the changes in regional Governance arrangements, it is perhaps fitting that our final scrutiny review has looked at the process which has enabled all of the objectives in the RES to be delivered.

Led by Yorkshire Forward, the Investment Planning process has encouraged organisations in Yorkshire and Humber to recognise the importance and benefit of working together. It is a credit to this region that organisations and individuals place great value on partnership working, and want to continue to collaborate on the new Geographic Programmes. We hope that our recommendations highlight how the region can get even better at working together to achieve sustainable economic growth in Yorkshire and Humber.

Over the last eight years the Assembly's delivery of regional scrutiny has relied on the input of organisations and individuals from across the region. Their contribution has been incredibly valuable and I would like to thank them all. I would also like to thank the current and former members of the Assembly's Scrutiny Board and Yorkshire Forward's scrutiny panel, for their time, commitment and enthusiasm. I can genuinely say that everyone who has got involved in the scrutiny reviews has contributed to improvements in the economic development of the Yorkshire and Humber region.



Paul Jagger
*Deputy Chair of Yorkshire and Humber Assembly
Chair, Scrutiny Board*

Summary

The scrutiny review considered the effectiveness of the region's Investment Planning process, which is led by Yorkshire Forward. In undertaking the review, the Scrutiny Board looked at two themes:

Impact of Investment Planning

The Scrutiny Board looked at how successfully partners have been engaged in the development of the Sub-regional Investment Plans, and to what extent Investment Planning has led to change in the sub-regions.

Lessons for the Future

The Scrutiny Board looked at which aspects of Sub-regional Investment Planning have not worked well and need to be resolved, and which are the positive elements of Sub-regional Investment Planning that need to be replicated in Geographic Programmes.

Recommendations

The Scrutiny Board has made seven recommendations on the effectiveness of the region's Investment Planning process, which is led by Yorkshire Forward, and how the process can be improved under the new Geographic Programmes.

Theme	What was recommended?	Yorkshire Forward's current activity	Yorkshire Forward's new activity
IMPACT OF INVESTMENT PLANNING Key Findings: <ul style="list-style-type: none"> The inclusive partnerships created by Sub-regional Investment Planning are hugely positive and highly valued The successful engagement of businesses in the Humber sub-region should be replicated elsewhere Apart from the urban and rural renaissance programmes it is difficult to assess the impact that Investment Planning has had 	Recommendation 1 Yorkshire Forward should further review the Performance Management Framework (PMF) process and work more closely with project sponsors on developing project proposals. Yorkshire Forward should also demonstrate how they will improve the quality of feedback that they give to sponsors throughout the PMF process.		Yorkshire Forward is looking to include partners' formal input into the project/programme appraisal process as part of the move towards geographic programmes. Led by Mike Bridge. <i>August 2009 Onwards</i>
	Recommendation 2 Yorkshire Forward should undertake a formal evaluation of the activities funded through Sub-regional Investment Planning, to assess the impact that the activities have had on the sub-regional economies. This should link to the findings from the evaluation of the European Structural Funds Programme for 2000 to 2006.	Yorkshire Forward currently does evaluate projects, Business Link and PPRs. The RDA Impact Assessment published in January 2009 will provide a significant body of evaluation intelligence which will be a valuable resource for reviewing approaches both within Yorkshire Forward and with partners.	Yorkshire Forward is looking at introducing a monitoring and evaluation process for Geographic Programmes which will progress this activity as recognised as a weakness in Investment Planning. Yorkshire Forward is reviewing how it communicates with public sector bodies to ensure we distribute the right information and intelligence in the format public sector bodies require. Consultation on this will take place during February and April 09. A new simple system will be implemented from April 2009-12 <i>February 2009 to March 2012</i>
LESSONS FOR THE FUTURE Key Findings: <ul style="list-style-type: none"> The transition from Sub-regional Investment Planning to Geographic Programmes has been lengthy and unsettling Yorkshire Forward needs to tackle the governance issue of overlapping geographical boundaries on city region initiatives Yorkshire Forward should avoid the difficulties in aligning and attracting additional sources of funding to the Single Pot through early discussions with national and regional funders 	Recommendation 3 Yorkshire Forward should clearly communicate how the Geographic Programmes will work, when they will be developed, when the Programmes will commence delivery, and when the transition from Investment Planning will be fully completed, to dispel confusion.	This is currently ongoing at Yorkshire Forward and being developed jointly with Local Authorities. A clear process will be disseminated after the January 2009 Yorkshire Forward Board Meeting, in consultation with partners.	YF Chief Executive to telephone all Local Authority leaders in February 2009. Quarterly letters to Local Authorities from the CEO. Board Meeting in January 2009. Geographic teams - Chief Executive/ EDO's LA discussions. Yorkshire Forward Executive team and Local authorities. Executive team 2nd round meetings. A list of FAQs are currently being developed. <i>January 2009 to April 2009</i>
	Recommendation 4 Yorkshire Forward and the local authorities should identify and agree a mechanism that will be used to regularly collect performance management output and outcome data from the activities delivered under Geographic Programmes. The data collected should be analysed by Yorkshire Forward at the end of each year, to identify the successes, good practice and learning points from Geographic Programmes so that this information can be disseminated across the region, and quickly applied.	An internal group has been established within Yorkshire Forward to look at delivering an appropriate Monitoring and Evaluation (M&E) process. Geographic teams are currently in discussion with Local Authorities to understand their processes in relation to M&E Economic strategies.	Yorkshire Forward is looking at introducing a Monitoring and Evaluation process for Geographic Programmes which will progress this activity as recognised as a weakness in Investment Planning. The M&E process is likely to cover (i) Evaluation of the GP process including communication, governance, partnership working and likely to be as at a regional level (ii) Individual M&E of geographic programmes tailored to local requirements <i>April 2009 to June 2009</i>

Theme	What was recommended?	Yorkshire Forward's current activity	Yorkshire Forward's new activity
	<p>Recommendation 5 Yorkshire Forward and the Local Authorities should work proactively to ensure strong partner engagement in the development and delivery of the Geographic Programmes.</p>	<p>Yorkshire Forward currently uses a range of methods to engage with partners and will continue to use these methods into the GP.</p> <p>This is currently ongoing and being developed jointly with Local Authorities. A clear process will be disseminated after the January 2009 Yorkshire Forward Board Meeting, in consultation with partners.</p>	<p>Discussions will take place with each Local Authority regarding the governance and partner engagement in each GP. <i>Ongoing</i></p> <p>Experience will be drawn from investment planning. These discussions will take place once the drafts of GP's have been agreed Reviewed Annually as part of M&E and GP annual review <i>March 2009</i></p>
	<p>Recommendation 6 Yorkshire Forward should continue to work with Government departments, national agencies and other regional organisations, to identify where national and regional funding and priorities, including Regional Funding Allocations, can contribute to regional, sub-regional, city regional and local objectives.</p>	<p>Geographic Assistant Directors will further enhance partner contributions from January 2009 onwards.</p> <p>Yorkshire Forward currently in discussion with the Homes and Communities Agency (led by Jan Anderson), Government Office (led by Julie Hutton), Utilities companies eg Anglia water, Environmental agencies and key private sector investors eg. ABP (led by Geographic Assistant Directors). These are included in the GP detailed schedules. <i>March 2009 Onwards</i></p>	<p>On going and will be added to GP once information becomes available. <i>January 2009 Onwards.</i></p>
	<p>Recommendation 7 Yorkshire Forward should provide local authorities with the advice and expertise of its staff where local authorities require assistance.</p>	<p>Yorkshire Forward currently provides additional capacity and expertise through the Renaissance Programmes, Urban Regeneration Company's (URC's) and Key Account Management (KAM)</p>	<p>Yorkshire Forward will continue to liaise with Local Authorities to determine where additional or more specific support is required. Where secondment and matrix team working becomes an opportunity Yorkshire Forward will look at supporting these either through the short term secondment of staff from Yorkshire Forward to a Local Authority or vice versa. <i>March 2009 to March 2010</i></p>



The Assembly's Scrutiny Role

The Assembly has a statutory responsibility to scrutinise how Yorkshire Forward spends its money. Each year we undertake detailed scrutiny reviews on a specific part of the Regional Economic Strategy (RES). The purpose of these reviews is to ensure that Yorkshire Forward is accountable to the region, and that it is achieving the best possible results for the region's economy.

This is our fourteenth scrutiny review to date. For the last three years, the scrutiny reviews have been undertaken by our standing Scrutiny Board. The Scrutiny Board consists of up to eight Assembly members, who are nominated by the Assembly at the Annual General Meetings. The members include the standing Chair of the Scrutiny Board, core Scrutiny Board members, a nominated representative of the Sustainable Development Board, and up to two co-opted members who can provide previous scrutiny experience or knowledge of the scrutiny topic. The core Scrutiny Board members agree to undertake a minimum of two scrutiny reviews, whilst the Sustainable Development Board representative, and co-opted Scrutiny Board members, are appointed for each scrutiny review. The Scrutiny Board is also able to enlist the support of specialist advisors for each review if and when required, to provide technical expertise.

We have used a number of methods to obtain the views and comments of partners, business representatives and the voluntary and community sector across Yorkshire and Humber, on the subject of Investment Planning. These methods have included a Public Discussion with Yorkshire Forward, a series of consultative interviews with partners and businesses, written requests for questions and comments, and a two-week consultation on the review's early findings. We also held a focus group meeting.

If you would like to know more about any aspect of the process used, or would like to see the information and data gathered during this review, further detail can be found in the 'Scrutiny' section of our website <http://www.yhassembly.gov.uk>.



The Assembly's Scrutiny Board

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Deputy Chair of Yorkshire and Humber Assembly & Chair of the Scrutiny Board

Cllr Carl Lis MBE

Craven District Council

Cllr Brian Cleasby

Leeds City Council

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Yorkshire and Humber Chambers of Commerce

Tony Cherry

Federation of Small Businesses

Sarah Tyler

South Yorkshire Open Forum (on behalf of the Regional Forum)

Yorkshire Forward Panel

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Contributors

We would like to thank the following organisations and individuals for contributing their views and comments on Investment Planning:

- Barnsley and Rotherham Chamber of Commerce
- Barnsley Metropolitan Borough Council
- Business Link Yorkshire
- Calderdale Metropolitan Borough Council
- City of Bradford Metropolitan District Council
- City of York Council
- Creative Sheffield
- Doncaster Chamber of Commerce
- East Riding of Yorkshire Council
- Environment Agency
- Fit-4-Funding
- Government Office for Yorkshire and the Humber
- Groundwork
- Hambleton District Council
- Harrogate Borough Council
- Homeless Link
- Hornsea Resident
- Hull and Humber Chamber of Commerce, Industry and Shipping
- Humber Economic Partnership
- Incommunities Group
- Jobcentre Plus
- Kingston-upon-Hull City Council
- Kirklees Metropolitan District Council
- Learning and Skills Council
- Leeds City Council
- Leeds Initiative
- METRO
- North Lincolnshire Council
- North York Moors National Park Authority
- North Yorkshire County Council
- One Barnsley
- Rotherham Metropolitan Borough Council
- Scarborough Borough Council
- Selby District Council
- Sheffield City Region
- Sheffield College
- Sheffield Hallam University
- South Yorkshire Housing Association
- South Yorkshire Open Forum
- University of Hull
- University of York
- Wakefield Metropolitan District Council
- Wykeland Group
- York and North Yorkshire Chamber of Commerce
- York and North Yorkshire Partnership Unit
- Yorkshire and Humber Chambers of Commerce
- Yorkshire and the Humber Regional Forum for Voluntary and Community Organisations
- Yorkshire Dales National Park

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