

North Yorkshire County Council**Audit Committee****27 September 2012****Annual Report on Partnership Governance 2011/12****1.0 Purpose of report**

- 1.1 To enable the Audit Committee to review the annual report on the governance of partnerships involving the County Council for the financial year 2011/12.

2.0 Background

- 2.1 The annual report on the governance of partnerships involving the County Council provides a mechanism to ensure that partnerships and the resulting commitments are reviewed regularly; and that the County Council is only involved with those partnerships which add value to the work of the Council. The annual report includes a brief summary of key issues arising during the last year.
- 2.2 The annual report (see appendix one) was considered by the Executive on 19 June 2012. The Executive resolved:
- That the annual report on partnership governance is received;
 - That the contents of the schedule of current partnerships that were within the scope of the report as at 31 March 2012 (Appendix 1) are noted;
 - That individual Executive Members, in conjunction with representatives of the relevant Directorate continue to give further consideration to the governance and monitoring arrangements of partnerships relating to that Directorate; and
 - That this annual report is referred to the Audit Committee.
- 2.3 The annual report was also considered by the Corporate and Partnerships Overview and Scrutiny Committee on 10 September 2012. The Committee noted the report and resolved that future annual reports do not need to be presented to the Committee as the annual reports are presented to both the Executive and the Audit Committee.

3.0 Assurance on partnership governance

- 3.1 In preparing the annual report, officers took into account the questions set out in CIPFA publication "Partnerships from the Audit Committee perspective", as recommended by the Audit Committee in December 2011 when it reviewed the Annual Report on Partnership Governance 2010/11.

- 3.2 Financial Procedure Rules incorporate specific requirements relating to the approval of partnerships that involve expenditure, receipt of grants etc. Specific requirements are in place to cover situations where the County Council is the accountable body for a partnership.
- 3.3 Every effort is made to ensure that all significant partnerships are identified and included in the annual report. The draft annual report is developed by the (officer) partnership champions group which includes representatives from all directorates, reviewed by directorate management teams and by Management Board, before it is presented to the Executive.
- 3.4 A risk assessment is undertaken in all cases when a new partnership is proposed, using a balanced risk scorecard. The same risk assessment is now undertaken on an annual basis for all significant partnerships and included in the annual report.
- 3.5 A self assessment template is used in all cases when a new partnership is proposed, and reviewed from time to time, to identify if all the necessary governance procedures are in place relative to the level of risk that any failure or underperformance by the partnership represents to the County Council.
- 3.6 The partnership governance guidance has recently been revised (August 2012) and published on the intranet together with a list of key contacts. Issues covered in the guidance include establishing the partnership's raison d'être and the County Council's involvement; governance arrangements; interaction with the County Council's decision making arrangements; effectiveness; operational management; funding and financial arrangements; and exit planning.
- 3.7 No issues with regard to partnership governance were identified in the Annual Report of the Head of Internal Audit reported to the Audit Committee on 28 June 2012.
- 3.8 The Annual Governance Statement, approved by the Audit Committee on 28 June 2012 includes commitments to:
- ensure that all systems, functions and controls apply consistently to all activities including partnership arrangements;
 - where the County Council works in partnership it will continue to uphold its own ethical standards, as well as acting in accordance with the partnership's shared values and aspirations; and
 - incorporate good governance arrangements in respect of partnerships and other group working as identified by the Audit Commission's report on the governance of partnerships, and reflect these in the authority's overall governance arrangements.
- 3.8 Only one issue significant governance issue in relation to a partnership issue was identified in the Annual Governance Statement. This relates to the need to provide support to the York, North Yorkshire & East Riding Local Enterprise Partnership and the role that the County Council has as accountable body. The

agreed action plan includes reviewing proposals to the LEP for use of specific funding allocations, ensuring compliance with NYCC requirements, and monitoring ongoing arrangements.

- 3.8 Following the discussion at the Audit Committee in December 2011, information was sought from key local statutory partners regarding the work undertaken by their audit committees in relation to partnerships. Roughly half replied, with the majority having broadly similar processes to the County Council (for example explicit references in the annual governance statement, annual report and annual report of the head of internal audit).

4.0 **Recommendation**

- 4.1 It is recommended that the Audit Committee reviews the annual report on the governance of partnerships involving the County Council for the financial year 2011/12.

RICHARD FLINTON
Chief Executive

County Hall
Northallerton

18 September 2012

Appendices:

- Appendix one - Annual Report on Partnership Governance 2011/12 (as considered by the Executive on 19 June 2012)

Appendix one

North Yorkshire County Council

Executive

19 June 2012

Annual Report on Partnership Governance 2011/12

Joint Report of the Chief Executive and the Corporate Director - Finance and Central Services

1.0 Purpose of report

- 1.1 To provide an annual report on the governance of partnerships involving the County Council, together with a brief summary of key issues, for the financial year 2011/12.

2.0 Background

- 2.1 The Executive and Audit Committee both previously agreed to receive an annual report on the governance of partnerships involving the County Council, together with a brief summary of key issues arising during the last year. The annual report provides a mechanism to ensure that partnerships and the resulting commitments are reviewed regularly; and that the County Council is only involved with those partnerships which added value to the work of the Council.
- 2.2 One of the issues that arise whenever partnership matters are discussed, is the need to define what we mean by the term and then determine the level of significance of partnerships to be considered in the matter under review.
- 2.3 For the purpose of this report, the scope has covered partnerships that are characterised by one or more of the following conditions:
- are strategic, in the sense that they will have a significant impact on the direction of services provided, at the level of County Council, Directorate or Community Plan themes and priorities;
 - involve Members on the governing board;
 - involve a financial input from the County Council of £50k pa or more;
 - involve the County Council as accountable body for external grant funding to the partnership; or
 - have a risk assessment arising from the partnership governance work of high or medium.
- 2.4 Appendix 1 is a schedule of current partnerships that were within the scope of this report as at 31 March 2012. As with all annual reports, this is a snapshot in time.

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- 2.5 The County Council nominates Members to a range of outside organisations, some of which are partnerships and are, therefore, included in Appendix 1. However, the large majority of the outside organisations listed in the Constitution are not partnerships and any need for regular feedback by the nominated Members should be considered as a separate issue.
- 2.6 This report does not cover arrangements which are monitored in other ways, for example where the County Council is the sole or a significant shareholder in a limited company or part of a joint committee arrangement.

3.0 Key changes

- 3.1 The context for partnership working has continued to change, along similar lines to that in the previous year. Key factors continue to be:
- substantial cuts in public spending;
 - the Localism and Big Society agendas;
 - health, policing and quango reforms; and
 - removal of much of the previous top down partnership 'wiring' including Comprehensive Area Assessment and Local Area Agreements.
- 3.2 In 2010, Local Government North Yorkshire and York (LGNYY - the leaders of the nine local authorities and two national park authorities) agreed principles for a new approach to partnership:
- the minimum number and simplest of partnership structures, consistent with delivering the required outcomes and statutory requirements;
 - a North Yorkshire and York approach to county / sub-regional partnership structures as far as possible, recognising that a degree of pragmatism will be required given the different local authority structures in North Yorkshire and York;
 - local partnerships, including shared community engagement arrangements, at the most appropriate local level; and
 - the use of task and finish groups to deal with particular issues, rather than standing thematic partnerships or sub-groups.
- 3.3 LGNYY also agreed that rationalising partnership structures is not about stopping partners working together - partnership working should be encouraged, but partnership structures should only exist where they add value and are efficient.
- 3.4 As anticipated in the previous annual report, because of the changes outlined above, the number and nature of partnerships involving the County Council changed during 2011/12 and will change further in 2012/13.
- 3.5 The most significant partnership changes in 2011/12 were the creation of Local Enterprises Partnerships and Clinical Commissioning Groups.

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- 3.6 In line with the Coalition Government's new economic development policy and delivery landscape, Local Authority Leaders and private sector partners agreed to establish a public/private York, North Yorkshire, East Riding Local Enterprise Partnership (LEP). The LEP will take a lead role in promoting and facilitating economic development and growth in the sub-region (which includes the East Riding of Yorkshire). The County Council is the accountable body for LEP, which includes responsibility for the £9.4m secured from Growing Places Fund.
- 3.7 Clinical Commissioning Groups (CCGs) are groups of GPs and others that will shortly become responsible for commissioning health services including elective hospital care, urgent and emergency care, and most community health services. CCGs will be responsible for arranging emergency and urgent care services within their boundaries, and for commissioning services for any unregistered patients who live in their area. All GP practices will have to belong to a CCG. There are five CCGs with responsibility for parts of North Yorkshire, but most are not coterminous with local authority or social care boundaries.
- 3.8 A review of partnerships relating to work with children and people is expected to conclude shortly and it is anticipated that partnership activity will be focussed through the Children's Trust (including work on vulnerable groups such as Looked After Children and Young Offenders), the Local Safeguarding Children Board and the Schools Forum.
- 3.9 Some changes have occurred with regard to local strategic partnerships and community safety partnerships, including mergers between districts (Hambleton and Richmondshire) and between partnerships within the same district (Ryedale). Others have streamlined structures and reduced the number of meetings. Further changes in community safety partnerships are likely to be considered following the election of the Police and Crime Commissioner in November 2011.
- 3.10 A significant new partnership on the spreadsheet for the first time is Connecting North Yorkshire, aimed at bringing the advantages of high quality broadband to all businesses and citizens of North Yorkshire over the next 5 years. 2012/13 is an important year in the development of this initiative, and reports will be presented to the Executive, as required, at key decision points.
- 3.11 All Directorates are continuing to review the number of partnership arrangements that officers are actively involved in, to determine their legal requirements, strategic importance and impact if the partnership were to be dissolved. Through this process a number of partnerships have been, or will be, disestablished to streamline strategic decision-making.
- 3.12 In addition, as agreed by the Executive when considering the previous annual report, individual Executive Members, in conjunction with representatives of the relevant Directorate, have given further consideration to the governance and monitoring arrangements of partnerships relating to that Directorate.

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3.13 The following partnerships, listed in the previous annual report, no longer exist:

- LGNYY Spatial Planning Board and Transport Board (merged to form the LGNYY Spatial Planning and Transport Board);
- Craven Local Strategic Partnership;
- Hambleton and Richmondshire Local Strategic Partnerships (merged to form the Hambleton and Richmondshire Strategic Forum);
- Hambleton and Richmondshire Community Safety Partnerships (merged to form the Hambleton and Richmondshire Community Safety Partnership);
- Safer Ryedale Partnership (now incorporated within the Ryedale Strategic Partnership);
- Adults Strategic Partnership (a new Adults Partnership Trust will be developed in autumn 2012);
- Multi-agency Looked After Children Partnership;
- YNY Partnership Executive;
- YNY Cultural Partnership;
- York & North Yorkshire Concessionary Fares Scheme;
- Leeds City Region Housing Panel (replaced by LCR Homes and Communities Agency Joint Board);
- Children's Services Workforce Development Partnership; and
- LGYH Independent Sustainable Development Board.

4.0 Arrangements in place to monitor partnerships

4.1 Appendix 1 includes, for each partnership, a summary of key achievements in 2011/12, priorities for 2012/13, arrangements for partnership governance and reporting, and a risk assessment.

4.2 As discussed in previous annual reports, the wide range of partnerships, and their differing roles, means a 'one size fits all' approach to reporting is neither practical nor appropriate. In this context, reporting arrangements cover:

- key issues, including service issues,
- any specific issues relating to the management of the partnerships, and
- routine reporting on financial or other performance, highlighting variances to budgets or performance plans.

4.3 All reporting arrangements need to be appropriate and commensurate to the role of the partnership, and what it seeks to achieve. The term 'partnership' is used to cover a wide range of different approaches. Some (for example the Children's Trust), are a coming together of partners with separate budgets to jointly plan and align their own organisations activity. Others (for example Supporting People) are a delivery mechanism for joint budgets and joint decisions, where the County Council is the accountable body.

4.4 Data from partnership working is included in a range of more general updates, including those submitted to the Executive as part of the Quarterly Performance Monitoring reports. There are some examples of formalised reporting of

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partnership matters, in the specific context of the partnership, back to the County Council at Executive, Executive Member or Area Committee level. However, more often the data from partnerships is not readily separated from the more general level of reporting, and in many cases to do so would result in duplication.

- 4.5 It is necessary to ensure that the arrangements reflect appropriately the significance of the issues arising in the partnership within the overall framework of the monitoring arrangements involving Members. There is a need to avoid the risk of providing an unnecessarily detailed analysis for relatively small partnership working areas.
- 4.6 This annual report allows the Executive and the Audit Committee to consider whether more (or less) information should be submitted in separate monitoring reports, and to which appropriate Member, or member body.
- 4.7 The governance arrangements of all partnerships with a high risk rating are currently being reviewed by officers from Legal and Democratic Services to ensure that robust arrangements are in place to protect the interests of the partnership and, in particular, of the County Council. The review will consider all written governance documents of the partnership to check that they are fit for purpose and will seek to identify all of the parties and ensure they are bound to observe the governance arrangements in place. Should any concerns over governance arrangements be detected, Legal and Democratic Services will liaise with the lead officer to offer advice and support and ensure that appropriate corrective action is taken to rectify such concerns. Once all high risk partnerships have been reviewed, the review will be extended to cover medium risk partnerships. It is not proposed that low risk partnerships will be reviewed unless there are any exceptional reasons for doing so. It is anticipated that that similar reviews will be undertaken on an annual basis.
- 4.8 During the risk assessment process, a number of children's services partnerships were identified as having potentially high risks factors due to their pivotal roles in strategic leadership, service delivery and financial management. However, as these risks were effectively mitigated by robust governance arrangements, the resulting overall risk rating was decreased to a level which was no longer felt to be reflective of the importance of the partnership. Therefore, a higher overall risk rating has been manually entered for these partnerships, in order to reflect the potential significance and contentiousness of disbanding these partnerships. Consequently, in some instances, the overall risk rating is at variance to that of the risk score.

5.0 Recommendations

- 5.1 It is recommended that the Executive:
- (a) Receives this annual report on partnership governance;
 - (b) Notes the contents of the schedule of current partnerships that were within the scope of this report as at 31 March 2012 (Appendix 1);

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- (c) Requests individual Executive Members, in conjunction with representatives of the relevant Directorate, to continue to give further consideration to the governance and monitoring arrangements of partnerships relating to that Directorate; and
- (d) Refers this annual report to the Audit Committee.

Richard Flinton
Chief Executive

John Moore
Corporate Director -
Finance & Central Services

18 May 2012

Authors of Report:

Neil Irving, Assistant Director (Policy and Partnerships)
Geoff Wall, Assistant Director - Central Finance

Appendices:

Appendix 1 - Current partnerships that were within the scope of this report as at 31 March 2012

Partnership	Directorate	Partnership type? 1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling £ and other resources 4. Liaison only	Purpose and role of partnership	Date of last review and action taken as a result	Key achievements 2011/12	Issues and priorities 2012/13	Risk rating from Partnership Risk Matrix? High / Medium / Low	Have there been any governance failures in 2011/12? Yes / No If yes, outline	Is NYCC the accountable body? Yes / No / Not Applicable	Membership and governance arrangements of partnership	Which NYCC elected member body does the partnership report to and how often?	NYCC budget contribution and financial reporting arrangements of partnership	NYCC elected member(s) directly involved in partnership and role they play	Any issues (eg decision making, accountability, transparency, key policy areas)? Yes / No If yes, outline	NYCC lead officer	Risk Factors (H / M / L)					Overall risk score
																Probability	Objectives	Financial	Services	Reputation	
Strategic sub-regional and regional partnerships																					
Local Government North Yorkshire and York (LGNYY)	CEG	2	To promote effective working between local authorities and to ensure wider local authority representation, collaboration and co operation on a sub-regional basis and effective sub-regional representation at regional and national levels.	2011. Reduced number of specialist boards	Overseeing development of Local Enterprise Partnership and North Yorkshire Community Plan	To be determined	L	N	N/A	Leaders of all local authorities and national park authorities. Written terms of reference.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	No budget	Cllr John Weighell - member and chair	N	Richard Flinton	L	M	Nil	L	M	5
NYCC Chief Executives Group	CEG	2, 3	To provide leadership and coordination across sub-regional partnership structures and public services generally and to advise LGNYY	2011. This partnership created to replace NYSP Executive and support LGNYY.	Allocating PRG. Providing leadership and coordination across rapidly changing partnerships (eg LEPs and HWBs) and public services (eg public sector cuts, NHS changes)	Providing leadership and coordination across rapidly changing partnerships (eg LEPs and HWBs) and public services (eg public sector cuts, NHS changes)	M	N	N/A	Chief executives of local authorities and key local public sector partners. Written terms of reference.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Oversees the utilisation of the LAA Performance Reward Grant (£6m).	none	N	Neil Irving	L	M	H	L	M	3
LGNYY Spatial Planning and Transport Board	BES	2	To provide strategic advice on spatial planning and transport matters.	June 2011 - decision taken to merge the Spatial Planning Board and Transport Board. City of York Council now responsible for secretariat.	New board not yet met, 1st meeting planned for summer 2012.	New Spatial Planning / Transport Board yet to meet and agree priorities.	L	N	N/A	One Cllr from each local authority. Written terms of reference.	No routine report to NYCC elected member body, but regular report to LGNYY, with any issues arising feeding in to County Council processes in the usual way.	Officer time only	To be determined, likely to be Cllr Gareth Dadd - member	N	David Bowe	L	L	Nil	L	L	5
LGNYY Housing Board	BES / HAS	2, 3	Identifying and responding to key housing issues; agreeing and managing the delivery of strategic housing investment priorities; undertaking sub regional research; and encouraging both innovative and consistent sub regional working across North Yorkshire.	2011 to be retained, but streamlined.	Completion of Local Investment Plan Completion of the Strategic Housing Market Assessment, continuation of Rural housing Enablers Programme	Developing up Regional Tenancy Policy, Reviewing Housing Strategy and incorporating Homelessness Maximising Housing Investment	L	N	N	One Cllr from local authority and reps of key partners. Written terms of reference	No routine report to NYCC elected member body but regular report to LGNYY, with any issues arising feeding in to County Council processes in the usual way.	Contribute £3,750 towards Housing Strategy Managers post.	Cllr Gareth Dadd - member	N	Carl Bunnage	L	M	L	M	L	5
York, North Yorkshire & East Riding Local Enterprise Partnership	BES	2	In line with the Coalition Government's new economic development policy and delivery landscape, Local Authority Leaders and private sector partners have agreed to establish a public/private York, North Yorkshire, East Riding Local Enterprise Partnership (YNY LEP). The YNY LEP will take a lead role in promoting and facilitating economic development and growth in the sub-region (which includes the East Riding of Yorkshire).	This is a new partnership and as such has not yet been subject to review.	Board formed. Priorities agreed. Focus on developing initiatives which will support the many small businesses in the region. • New website with integrated business support www.businessinspiredgrowth.com • Over 40 Business Networks representing over 20,000 businesses signed up to work with the LEP to support business growth • Pilot programme help new businesses to access finance launched • Small food producers support programme to help food manufacturers to trade beyond their local markets in partnership with Deliciously Yorkshire • £9.4m secured from Growing Places Fund	In June 2011, the LEP Board identified 6 first year priorities. These will be reviewed in April 2012 and currently consist of: 1. Help businesses access the funding they need to start up and grow. 2. Help business owners to be better networked and make the contacts they need to grow their business. 3. Help businesses meet their future workforce needs. 4. Help businesses become more competitive through better use of technology & high speed broadband. 5. Help businesses in the Agri Food supply chain to expand and grow. 6. Help businesses in the visitor economy to succeed and become more competitive.	H	N	Y	Business led partnership (9 business reps, 6 local authority reps).	No routine report to NYCC elected member body, although any issues requiring decisions or reports will be fed in through normal processes.	The Council's Economic & Partnership Unit has an NYCC budget of £480k and staff in the unit provide support to the LEP.	Cllr John Weighell - member	N	James Farrar	M	H	H	L	H	2
York and North Yorkshire Safer Communities Forum	CEG	1, 2, 3	Brings together CSPs, statutory agencies, voluntary sector agencies and other relevant organisations to ensure strategic co-ordination of community safety activities; produce the annual Community Safety Agreement.	2011 - streamlined structures	Produced annual Community Safety Agreement; oversaw the development and management of countywide schemes including Night Marshals and Domestic Abuse Coordinators	Protecting vulnerable people (repeat victims of domestic abuse, ASB etc). Commissioning Strategy for Domestic Abuse Services.	L	N	Y	Senior reps (mostly officers) of key local community safety partners inc chairs of district CSPs. Written governance document	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way. By agreement, scrutiny of YNYSCF matters is carried out through county council scrutiny arrangements	Forum makes recommendations to NYCC on allocation of Home Office community safety grant (£461k in 2011/12; £233k in 2012/13)	Cllr Carl Les - member (Cllr Les is also deputy chair elected by the partnership)	Review likely following election of police and crime commissioner in November 2012	Neil Irving	L	L	H	L	M	3

	Director	1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling E and other resources 4. Liaison only	partnership	and action taken as a result			from Partnership Risk Matrix? High / Medium / Low	been any governance failures in 2011/12? Yes / No If yes, outline	accountable body? Yes / No / Not Applicable	governance arrangements of partnership	member body does the partnership report to and how often?	contribution and financial reporting arrangements of partnership	member(s) directly involved in partnership and role they play	making, accountability, transparency, key policy areas? Yes / No If yes, outline	lead officer	Probability	Objectives	Financial	Services	Reputation	risk score
Local Resilience Forum	CEG	1, 2	To ensure effective delivery of statutory duties under the Civil Contingencies Act 2004 that need to be developed in a multi-agency environment.	2011 - clearer objectives, reduced number of sub-groups, costs of supporting forum now shared between partners rather than only by NYCC	Successful delivery of new structure and secretariat; multi-agency exercise (exercise vale); and strategic response plan.	Coordinated delivery of Prepare and Prepare strands of CONTEST, multi-agency training and briefings, community resilience, and restructure and impact assessment from transition of public health.	M	N	Y	Multi-agency partnership chaired by NYCC Chief Executive, to carry out statutory duties as defined by the Civil Contingencies Act (CCA) plus additional legislation. Written governance document.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	NYCC contribution of £10k towards total cost of £39k. Until April 2011 NYCC covered the full cost.	none	N	Neil Irving	L	M	L	M	H	3
Local Government Yorkshire & Humber (LGYH)	CEG	4	Brings local authorities together on key issues, supports the improvement of service delivery, influences Government on the future of local government, promotes good employment practices, and works with local authorities to improve the public perception of local government.	2010. Reduced subscriptions and simpler structure.	Influencing Government and the LGA on Local Government Finance Resource Review; strengthening the regional voice at the LGA; providing strategic employment advice and supporting the Regional Employers Committee; establishing new All Party Parliamentary Group for Yorkshire and Northern Lincolnshire bringing together regional MPs with councils and industry.	Providing a regional voice on the national agenda; continuing the provision of specialist HR advice and the regional employers' committee role; Improvement and European Board to best invest RIEP legacy funding; securing further European investment in the region; delivering further LGYH organisational efficiencies.	L	N	N	Leaders of all local authorities, police authorities and fire and rescue authorities. Written terms of reference	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	£41k subscription. Wakefield MDC is the accountable body.	Cllr John Weighell - member	N	Richard Flinton	L	M	M	L	L	5
Local strategic and community safety partnerships																					
Safer Craven Community Partnership	CEG	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	2011 - streamlined structures - further review likely following election of police and crime commissioner	Diversionary projects engaging young people; Supported businesses to set up business watch scheme; Raising awareness of underage drinking, drink driving and the dangers of alcohol abuse; Events targeted at motorcyclists and young people; Project working with young women where domestic abuse was becoming apparent within their relationships	Protecting vulnerable communities; Auto crime (cross border); Domestic abuse; Road safety; Reducing re-offending	L	N	N	Senior reps (members and officers) of key local community safety partners. Written governance document	Craven Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements	NYCC contributes £32k for CSP work from Home Office community safety grant. Craven District Council is accountable body.	Cllr Shelagh Marshall - member (Cllr Marshall is also Chair, elected by the Partnership)	N	Neil Irving	L	L	L	L	M	5
Hambleton and Richmondshire Strategic Forum	CEG	4	Set the overall strategic vision for the districts, coordinate the actions of the public, private, voluntary and community sectors to deliver the vision and priorities	2011 - established as merger of Hambleton & Richmondshire LSPs	Winter Weather - Delivered communications including leaflets, posters and press releases around how to prepare for and cope with severe weather and information on local emergency service provision during periods of severe weather. Broadband - Priority areas established.	Health and wellbeing; Economic prosperity; Supporting local communities and access to services; Climate change.	L	N	N	Senior reps (members and officers) of key local partners. Written governance document.	County Committee for Hambleton and Richmondshire Area Committee - normally twice a year	None. Hambleton District Council is accountable body.	Cllr David Blades and Cllr Carl Les - members	N	Neil Irving	L	L	NIL	L	M	5
Hambleton and Richmondshire Community Safety Partnership	CEG	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	2011 - formal merger agreed by Home Secretary - further review likely following election of police and crime commissioner	Anti-social behaviour (acceptable behaviour, CrASBOS and parenting contracts; 30 ASB diversion projects; mediation services); Alcohol reduction campaigns in Bedale, Richmondshire & Thirsk; Domestic abuse (35 champions); Road safety (road safety awareness events; parish speed monitoring)	Anti-social behaviour; Road safety; Domestic abuse; Alcohol related crime and disorder	L	N	N	Senior reps (members and officers) of key local community safety partners. Written governance document	County Committee for Hambleton and Richmondshire Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements	NYCC contributes £82k for CSP work from Home Office community safety grant. Hambleton District Council is accountable body.	Cllr Heather Moorhouse and Cllr Michael Heseltine - members	N	Neil Irving	L	L	M	L	M	5
Harrogate District Partnership Forum	CEG	4	Set the overall strategic vision for the district, coordinate the actions of the public, private, voluntary and community sectors to deliver the vision and priorities	2011 - Streamlined structures	Move from the old LSP to a Forum driven style. The first held in Sept 2011 focussing on the Big Society/Localism followed in Jan 2012 by one focussing on issues facing the voluntary and community sector caused by the reduction in funding.	Medium term focus is the delivery of the "My Neighbourhood Management" projects which concentrate intensively on some specific issues in certain wards in HBC. The next meeting for this is in May 2012.	L	N	N	Senior reps (members and officers) of key local partners. Written governance document.	Harrogate Area Committee - normally twice year	None. Harrogate Borough Council is accountable body.	Cllr Bernard Bateman - member	N	Neil Irving	L	L	NIL	L	M	5
Harrogate and District Safety Communities Partnership	CEG	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	2011 - streamlined structures - further review likely following election of police and crime commissioner	Successfully reducing the number of lives lost and injured to road traffic collisions. Reduction in anti-social behaviour - introduction of night marshals in Harrogate	Continuing focus on crimes that affect communities with some specific campaigns based on crime types and probably road safety campaigns targeted on children	L	N	N	Senior reps (members and officers) of key local community safety partners. Written governance document	Harrogate Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny	NYCC contributes £82k for CSP work from Home Office community safety grant. Harrogate Borough Council is accountable body.	Cllr Cliff Trotter - member	N	Neil Irving	L	L	M	L	M	5

	Director	1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling E and other resources 4. Liaison only	partnership	and action taken as a result			from Partnership Risk Matrix? High / Medium / Low	been any governance failures in 2011/12? Yes / No If yes, outline	accountable body? Yes / No / Not Applicable	governance arrangements of partnership	member body does the partnership report to and how often?	contribution and financial reporting arrangements of partnership	member(s) directly involved in partnership and role they play	making, accountability, transparency, key policy areas? Yes / No If yes, outline	lead officer	Probability	Objectives	Financial	Services	Reputation	risk score
Ryedale Strategic Partnership	CEG	1,3,4	Set the overall strategic vision for the district, co-ordinate the actions of the public, private, voluntary and community sectors to deliver the vision and priorities	2010 - amalgamated with Safer Ryedale Board, so community safety partnership and local strategic partnership. 2011 - agreed that partnership as will only meet twice a year.	Progressing the development of broadband infrastructure; increasing uptake of healthy weight advice; reduction in road traffic collisions (down 35%); reduction in crime and disorder (down 8%)	The next iteration of the 'Imagine Ryedale' Sustainable Community Strategy; stimulating demand for broadband; increasing skills and employment opportunities; building on the crime, disorder and road safety successes.	L	N	N	Senior reps (members and officers) of key local partners. Written governance document.	Ryedale Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements	None for LSP work. NYCC contributes £30k for CSP work from Home Office community safety grant. Ryedale District Council is accountable body.	Cllr Clare Wood and Cllr Val Arnold - members (Cllr Wood is also Chair, elected by the Partnership)	N	Neil Irving	L	L	L	L	M	5
North Yorkshire Coast Community Partnership	CEG	4	Set the overall strategic vision for the district, co-ordinate the actions of the public, private, voluntary and community sectors to deliver the vision and priorities	2011 - Area Forum arrangements reviewed - revised structure focuses on neighbourhood and parish working, support for community led plans, support for parish cluster (southern area), whilst retaining the area forum model in the unparished urban area.	Alcohol Harm Reduction strategy implemented; master planning work developed in Barrowcliff, Eastfield and East Whitby; proposals developing broadband infrastructure in the rural areas of the Borough.	Development and implementation of community led masterplans; action to address health priorities and stronger partnership working in relation to health; delivery of community broadband infrastructure; implementation of alcohol strategy	L	N	N	Senior reps (members and officers) of key local partners. Written governance document.	Yorkshire Coast and Moors County Area Committee - normally twice a year	None. Scarborough Borough Council is accountable body.	Cllr Janet Jefferson - member	N	Neil Irving	L	L	NIL	L	M	5
North Yorkshire Moors and Coast Safer Communities Partnership	CEG	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	2011 - streamlined structures - further review likely following election of police and crime commissioner	Initiatives to tackle/prevent alcohol related crime; Reduction in crime due to partnership working; New rape crisis helpline; Alcohol link worker in Accident & Emergency department; Diversionary activities for young people; Activity to address young people drinking alcohol in public places	Continue to target alcohol related crime and disorder; road casualty reduction; criminal use of the roads and responding to emerging trends.	L	N	N	Senior reps (members and officers) of key local community safety partners. Written governance document	Yorkshire Coast and Moors County Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements	NYCC contributes £92k for CSP work from Home Office community safety grant. Scarborough Borough Council is accountable body.	Cllr David Jeffels - member	N	Neil Irving	L	L	M	L	M	5
Selby Local Strategic Partnership	CEG	4	Set the overall strategic vision for the district, co-ordinate the actions of the public, private, voluntary and community sectors to deliver the vision and priorities	2010 - streamlined structures	Increasing volunteer capacity to meet Selby District Community Plan priorities: Selby AVS volunteer centre matches volunteers to opportunities in libraries and health and social care contexts, and Employer Supported Volunteer Scheme.	Exploring how to attract employers to Olympia Park site; health planning to deliver healthy settings project to improve outcomes for people most likely to experience poor health and/or struggle to access services; Sustainable Community Strategy is being refreshed, through consultation, for the period through to 2015.	L	N	N	Senior reps (members and officers) of key local partners. Written governance document.	Selby Area Committee - normally every meeting	None. Selby District Council is accountable body.	Cllr Chris Metcalfe - member	N	Neil Irving	L	L	NIL	L	M	5
Selby District Community Safety Partnership	CEG	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	2011 - Safer York Partnership provide strategic, management and some administration functions for Selby CSP under a SLA - further review likely following election of police and crime commissioner	Ongoing work to reduce the harm caused by alcohol. 72 no cold calling zones in the District.	Serious acquisitive crime; Cross border crime organised crime groups; Protecting vulnerable people; Reducing the harm caused by alcohol; Anti-social behaviour; Road Safety	L	N	N	Senior reps (members and officers) of key local community safety partners. Written governance document	Selby Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements	NYCC contributes £52k for CSP work from Home Office community safety grant. Selby District Council is accountable body.	Cllr Karl Arthur member	N	Neil Irving	L	L	M	L	M	5
BES																					
York-NY Cultural Partnership and 2012	BES	2	Partnership no longer meets formally and instead NYCC co-ordinates a small number of events for stakeholders highlighting current issues, consultation and items of joint interest to the sector. This Partnership will be removed from next years register.	Review undertaken in 2011-12 and as a result format and structure changed to a small number of informal events. 2012 co-ordination ends September 2012.	1. Delivery of Phase 2 of Key Festivals initiative. 2. Co-ordination of 2012 cultural programme.	2012 co-ordination to end September 2012. Some small informal events will then be held..	L	N	N	N/A	N/A	Officer time only	N/A	N	Gillian Wall	L	L	L	L	L	5
York & North Yorkshire Voluntary Arts Partnership	BES	2	Informal advisory group provides in-kind support and ensures efficient co-ordination of this county-wide initiative	Governance review underway: due completion in June 2012	1. Delivery of annual training programme, upgraded website, advice and information for voluntary arts sector	1. Delivery of conference in June 2012. 2. Increase database by 25%. 3. Delivery of annual training programme.	L	N	N	Informal advisory group with terms of reference.	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	Officer time only	No Member involvement	N	Gillian Wall	L	L	L	L	L	5

	Director	1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling E and other resources 4. Liaison only	partnership	and action taken as a result			from Partnership Risk Matrix? High / Medium / Low	been any governance failures in 2011/12? Yes / No If yes, outline	accountable body? Yes / No / Not Applicable	governance arrangements of partnership	member body does the partnership report to and how often?	contribution and financial reporting arrangements of partnership	member(s) directly involved in partnership and role they play	making, accountability, transparency, key policy areas? Yes / No If yes, outline	lead officer	Probability	Objectives	Financial	Services	Reputation	risk score
Local Access Forum	BES	1	Continuation of current arrangements and support. The County Council is required to set up and convene a LAF by Statute (CRoW Act 2000).	No further review required since the initial review. No further review planned.	Four meetings held during 2011/12 providing advice & guidance on emerging issues in relation to access to the countryside.	Continuation of forum/meetings to continue to pursue the principles of the Forums work. Recruitment of new members	L	N	Y	LAF purpose set out in statute with agreed terms of reference.	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	No budget - costs are officer time, admin support and meeting rooms	Cllr John Fort, Cllr Robert Heseltine, Cllr David Jeffels - members	N	Aiden Rayner	L	L	Nil	L	L	5
E Crime Project	BES	2,3	NYCC & City of York Council to deliver the national E-Crime sub projects 1 & 3 in order to undertake E-Crime enforcement and to also co-ordinate national enforcement activity.	N/A	Implementation of the set-up phase of the National E-Crime sub-projects 1 & 3	To ensure implementation and delivery of year 1 of the 3 year national E-Crime project within the submitted grant funding expenditure forecast.	M	N	Y	To be determined following receipt and signing of 3 year contract agreement/conditions	No routine report to NYCC elected member body, although any issues requiring decisions or reports will be fed in through normal processes.	Fully grant funded (approximately £0.6m p.a. plus set up with conditions). Grant is subject to audit. In addition, there is County contribution in terms of officer time.	No formal involvement, however, Cllr Chris Metcalfe is aware of and has backed the project	N	Andy Robson	L	L	H	L	H	3
YNY Waste Management Partnership	BES	2	Required to continue to ensure delivery of waste in line / recycling initiatives in line with 'Lets talk less rubbish'	Full review completed during 2011/12. Waste prevention programme developed and implemented.	Full review of Partnership completed and a three year budget and business plan developed. Strengthening of the structure & governance arrangements of the partnership including enhanced involvement of LGNYC. Joint partnership procurement on sales of recyclates predominantly by District Councils has achieved significant increases in income generation (estimated at £1m p.a. over the course of the 4 year contract).	Effective implementation of the proposed new structure and vision for the partnership following the full review completed in 2011/12. Delivery of the 2012/13 elements of the 3 year business plan including: - Waste Prevention and Minimisation detailed action plan - Data mapping for collection services - More sub-partnership working to gain further efficiency savings – e.g. joint procurement (vehicles, bins and other infrastructure); Green Waste management (gates fees partnership procurement, Partnership policy (Winter/Xmas collection), subscription based services)	M	N	Y	Executive Member chairs the member group consisting of NYCC, Districts and CYC. There is a statement of agreed principles.	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	£28.5k. NYCC acts as banker for Partnerships funds and is the financially accountable body to the Partnership. In addition NYCC employ the Waste Partnership Manager at a cost of £46k.	Cllr Chris Metcalfe - member and also Chair of the partnership	N	Jeff Evans	L	H	H	L	H	3
95 Alive Road Safety Partnership	BES	2,3	The high level purpose of Vision for 95 Alive is: "The 95 Alive Road Safety Partnership will seek to make travelling in York and North Yorkshire safer, and act in a way that inspires the trust and confidence necessary to make people feel safer too." The role of the partnership is to develop, implement and oversee the strategies to deliver the Vision.	A Governance framework was approved by the 95 Alive Steering Group in November 2011. The strategy is reviewed on an annual basis.	Formal governance framework established; Complete collision data for 2011/12 has yet to be provided by North Yorkshire Police. Nevertheless, indicative figures for 2011/12 road casualty numbers suggest ongoing strong performance; Hosting of first Annual Road Safety Conference.	Implementation of Speed Management Protocol; continue with strategy for road casualty reduction; highlighting importance of road safety in emerging public health duty; further enhancing relationship between the different tiers of 95 Alive; use of Driver Training Officer (DTO) in the Driving at Work Policy and with Advanced Driving Instructors (ADI).	M	N	Y	NYCC, North Yorkshire Police, Fire & Rescue, City of York, Highways Agency, CDRPs, NY & Y Public Health, Ambulance Service, National Parks. Review undertaken in 2010 included review of structure and governance arrangements.	Annual report to each Area Committee, and TEE Overview & Scrutiny Committee.	NYCC fund staffing costs (with exception of Partnership Project Officer). The Performance Reward Grant (PRG) of £100k forms the service budget. Financial reporting is through internal NYCC reporting systems and through the 95 Alive Partnership Steering Group.	None, but members play 'critical friend' role through annual report to TEE Overview and Scrutiny Committee	N	Alan McVeigh	M	M	M	M	M	4
Forest of Bowland AONB JAC	BES	1	AONBs were established in accordance with the National Parks and Access to the Countryside Act of 1949 and the Countryside and Rights of Way Act 2000. The statutory purpose of AONBs is to conserve and enhance the natural beauty of their area.	17/10/2011 Joint Advisory Committee meeting. Partnership funding agreed for 2012-13. Annual work plan agreed for 2012/13	On-going delivery of the five-year AONB Management Plan; delivery of Lancashire Green Tourism Project; delivery of Planning Design Guide.	On-going delivery of Management Plan with 5% reduced core funding	L	N	N	Memorandum of understanding - JAC includes one NYCC elected member. There is also an Officers Steering Group.	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	£7k - Reports to host authority Lancashire CC	Cllr Richard Welch - member	N	Graham Megson	L	L	L	L	L	5
Nidderdale AONB JAC	BES	1	AONBs were established in accordance with the National Parks and Access to the Countryside Act of 1949 and the Countryside and Rights of Way Act 2000. The statutory purpose of AONBs is to conserve and enhance the natural beauty of their area.	30/03/2011 Joint Advisory Committee mtg. Partnership funding and annual work plan agreed	On-going delivery of the five-year AONB Management Plan. Numerous environmental, business and access initiatives.	On-going delivery of Management Plan with 5% reduced core funding	L	N	N	Memorandum of understanding - JAC including three NYCC elected Members. Also Officers Steering Group. Harrogate BC lead.	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	£19k - Reports to host authority- Harrogate BC	Cllrs Heather Garnet, John Fort & Paul Richardson - members	N	Graham Megson	L	L	L	L	L	5

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Howardian Hills AONB JAC	BES	1	AONBs were established in accordance with the National Parks and Access to the Countryside Act of 1949 and the Countryside and Rights of Way Act 2000. The statutory purpose of AONBs is to conserve and enhance the natural beauty of their area.	03/11/2011 Joint Advisory Committee mtg. Partnership funding agreed for 2012-13. Annual work plan agreed for 2012/13	On-going delivery of the five-year AONB Management Plan. Delivery of school twinning project with Hull and York.	On-going delivery of Management Plan with 5% reduced core funding	L	N	Y	Memorandum of understanding - JAC including two NYCC elected Members. Also Officers Steering Group. NYCC lead.	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	£41k -Reports to NYCC	Cllrs Clare Wood & Caroline Patmore - members	N	Graham Megson	L	L	L	L	M	5
North Eastern Inshore Fisheries and Conservation Authority (NEIFCA)	BES	1	Marine & Coastal Access Act 2009 - duty to champion & manage a sustainable marine environment & inshore fisheries. The partnership has a membership of 30 individuals including 13 local authority Members from 11 coastal local authorities (between Tyne & NE Lincs).	At the meeting of 25/1/2011 it was agreed to fix the levy for 3 yrs.	On-going monitoring & enforcement of inshore fisheries using land based and sea based operations; 'No Take Zone' at Flamborough Head; new patrol vessel commissioned.	Delivery of Marine & Coastal Act 2009 esp. management & protection of fisheries & marine environment.	L	N	N	Member body on which NYCC has two representatives.	NYCC elected members on the partnership report to full council as and when appropriate.	£198k (+ £54.9k which is received as a grant from Defra).	Cllr Peter Popple & Cllr Herbert Tindall - members	NYCC is tied into a three year fixed levy. NYCC proportion of total levy remained at 22.2% instead of falling to 15.4% to match new governance structure which gives NYCC reduced Member representation (from 4 to 2). Defra currently (2011-12) provides a grant of £54.9k but this is not	Graham Megson	L	L	M	L	L	5
Welcome to Yorkshire	BES	2	NYCC contribute to W2Y as part of support for tourism in the region	September 2011.	NYCC contribute to W2Y as part of support for tourism in the region	Developing a sustainable model post Yorkshire Forward Funding. £10m annual budget from Yorkshire Forward lost representing over 80% annual budget. To achieve sustainability targets are very ambitious.	M	N	N	Public/private partnership	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	£83k	None	Sustainability beyond 2012/13.	James Farrar	M	L	M	L	M	4
North Yorkshire - Cleveland Coastal Forum	BES	3	BES - not a statutory duty.	Annual Exec meeting due on 29 March 2012 .5 year coastal forum strategy to be confirmed. NYCC budget contribution to remain at £7,600	Ongoing delivery of the Management Plan which aims to manage the needs of the coast and manage the relationship between different and sometimes conflicting issues, including rural economy and heritage conservation.	Regulating the use of coastal and marine resources. Protect & improve the coastal environment	L	N	N	2 NYCC elected members. Also Officers Steering Group.	Issues arising from the partnership are fed into County Council processes in the usual way, although there is no formal reporting direct from the partnership to an elected member body.	£7.6k. Reports are made to the Members Steering Group.	Cllrs Kenyon, Swiers and Plant - members	N	Graham Megson	L	L	L	L	L	5
North Yorkshire Flood Risk Partnership	BES	2	To coordinate and lead sub-regional activity aimed at reducing and managing flood risk	Terms of reference were reviewed and amended in Oct 2011	Input to the DEFRA Partnership funding proposals, via the Regional Flood and Coastal Committee and a DEFRA study; Coordination of responses to DEFRA consultations; coordination and direction of technical partnership activity; Communication of key new duties under the Flood and Water Management Act	Continued input to Partnership Funding; Development Control and Sustainable Drainage; Development of Local Flood Risk Strategies	L	N	N	One NYCC elected member, one Assistant Director, one technical officer	No routine report to NYCC elected member body	Officer time only	Cllr John Fort	N	Mark Young	L	M	L	L	M	5
Leeds City Region Local Enterprise Partnership	BES	2	Ongoing engagement and Board position for the Leader. Primarily focused on transport and infrastructure. Potential risk through City Deal and plans for pooling of monies	Non undertaken	Non for NYCC. LCR LEP secured Enterprise Zone and City Deal status. City Deal recently awarded £500k with regard to skills.	Transport and Infrastructure, Key issues will be outcome of Major Transport Consultation and implications and outcome of discussions of pooling of resources to create an infrastructure fund.	M	N	N	Member body on which NYCC has a representative	No routine report to NYCC elected member body	Officer time only	Cllr John Weighell - member	N	James Farrar	M	M	L	L	M	4
LCR Leaders Board	BES	2	To direct LCR policy and lead decision making in relation to housing, transport, and planning matters.	Unknown.	Reconfiguration to support LCR LEP Board.	Strategic review of existing housing, transport and planning strategies, and leadership in relation to objectives, priorities and actions flowing from them.	L	N	N	1x NYCC Elected Member with nominated deputy.	No routine report to NYCC elected member body but regular report to LGNY, with any issues arising feeding in to County Council processes in the usual way.	Through overall contribution to LCR - £39k	Cllr John Weighell - member	N	David Bowe	L	L	L	L	M	5
LCR Homes & Community Agency Joint Board	BES	2	To lead and direct funding for housing and regeneration priorities across the city region.	Unknown.	On-going work in relation to delivery of LCR /HCA Board Implementation Plan. Limited impact upon NY.	On-going work in relation to delivery of LCR /HCA Board Implementation Plan. Likely limited impact upon NY.	L	N	N	No NYCC Member represented	No routine report to NYCC elected member body.	Officer time only	none	N	Carl Bunnage	L	L	L	L	L	5
LCR Transport Panel	BES	2	The Panel advises the Leaders Board on transport issues with the Leeds City Region.	A review of the Panel is currently being undertaken by the LCR secretariat	lobbying on high speed rail & progressing devolution of powers from Central Government.	Devolution of funding for major schemes and devolution of rail powers.	M	N	N	Member body on which NYCC has a representative	No routine report to NYCC elected member body	Officer time only	Not regularly attended by NYCC member (officer attends)	N	Barrie Mason	M	L	M	L	M	4

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LCR Innovation and Enterprise Panel	BES	2	Under review in the context of new sub regional arrangements. Awaiting results of ongoing national consultation.	None undertaken	See Leeds City Region Local Enterprise Partnership.	See Leeds City Region Local Enterprise Partnership	L	N	N	Member body on which NYCC has a representative	No routine report to NYCC elected member body	Officer time only	Cllr Patrick Mulligan - member	N	James Farrar	L	M	L	L	M	5
LCR Skills and Labour Market Panel	BES	2	Under review in the context of new sub regional arrangements. Awaiting results of ongoing national consultation.	None undertaken	See Leeds City Region Local Enterprise Partnership.	See Leeds City Region Local Enterprise Partnership	L	N	N	Member body on which NYCC has a representative	No routine report to NYCC elected member body	Officer time only	To be determined	N	James Farrar	L	M	L	L	M	5
Tees Valley City Region Leadership Board	BES	2	Under review in the context of new sub regional arrangements. Awaiting results of ongoing national consultation.	None undertaken	Informal LEP engagement at officer level	To be confirmed	L	N	N	No NYCC representation	No routine report to NYCC elected member body	Officer time only	none	N	James Farrar	L	L	L	L	L	5
TVCR Executive Board	BES	2	Under review in the context of new sub regional arrangements. Awaiting results of ongoing national consultation.	None undertaken	Informal LEP engagement at officer level	To be confirmed	L	N	N	No NYCC representation	No routine report to NYCC elected member body	Officer time only	none	N	James Farrar	L	L	L	L	L	5
Yorkshire European Regional Development Fund Local Management Committee	BES	1, 2, 3	Strategic leadership of the 2007-13 Yorkshire and the Humber ERDF competitiveness programme.	2011 - streamlined structure	Following the closure of Yorkshire Forward the ERDF function has gone through significant changes both in terms of locating within DCLG and the role and responsibilities of the team. The primary aim has been achieving N+ targets which were achieved	The focus for 2012/13 remains promoting the fund to attract proposals to achieve spend targets. With government austerity measures and no Yorkshire Forward funding, identifying major projects with sufficient match is a significant issue.	L	No	N	Senior reps (members and officers) of key local partners. Written governance document.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	officer time only	none	Yes - Ability to attract viable proposals and to spend the ERDF monies. The risk is European Monies are returned to the EU. Reputational risk of association.	James Farrar	M	L	L	L	L	5
CYPS																					
North Yorkshire Children's Trust Board	CYPS	1, 2, 3	The North Yorkshire Children's Trust has been set up under the requirements of the Children Act 2004 and represents all the agencies working with children and young people across the county. The Children's Trust provides strategic and operational direction to improve outcomes for all children, young people and families within North Yorkshire.	Review of Trust partnership arrangements currently underway, with recommendations to be presented to Board in April 2012	Delivery of the multi-agency CYPP; Delivery of LAA Performance Reward Grant projects; Effective partnership arrangements noted in external inspections. For more detailed performance reports, see Annual Review 2010-11 and individual reports on Children's Trust website.	CYPP 2011-14 identifies priority areas of work for the Trust Board as: Looked After Children; SEND; Teenagers with Multiple Vulnerabilities; Risky Behaviours; Supporting Parents and Carers; Literacy; Behaviour, Discipline and Attendance; High Needs Localities; Young Offenders; Youth Homelessness; Child Protection and Safeguarding; 14-19 Economic and Skills Agenda; NHS changes. Issues: Review of partnership arrangements, membership review and relationship with Health & Well-Being Board currently being addressed.	H	No - annual governance report 2010-11 published and 2011-12 report available in April 2012	Y	Senior reps (mostly officers) of key local partners. Written governance document	The Trust reports to the Executive and Full County Council via the Chair of the Trust (Cynthia Welbourn). Full County Council sign off for the Children and Young People's Plan is required by law. Progress reports on the Trust's work (Children and Young People's Plan) to CYP Overview and Scrutiny Committee bi-annually	The Trust has a leadership and co-ordinating role for all children and young people spending. The majority of funds are spent by individual partners and currently total over £600M per annum. The Lead Member & Lead Officer responsibility for the Trust rests statutorily with the Council but with all partners having a statutory duty to co-operate. Some resources are administered through individual partnerships (detailed elsewhere in this summary) who report to the Trust	N	Cynthia Welbourn	L	H	H	H	H	H	3
Local Children's Safeguarding Board	CYPS	1, 2	Statutory Body which reports to, but also reports on, the multi-agency working relating to Safeguarding carried out by Children's Trust and individual agencies.	Self evaluation of LSCB conducted annually for Annual Report and governance arrangements refreshed in 2012	See Statutory Annual Report on LSCB web-site http://www.safeguardingchildren.co.uk/	See Statutory Business Plan on LSCB web-site http://www.safeguardingchildren.co.uk/	H	N	Y	Lead Member Children's Services, Senior Managers from CYPS and Partners. All the health trusts are now full members. 'Working Together 2010' gives a statutory membership.	Reports to Executive Members, Overview and Scrutiny Committee		N	Ann McMorris	L	H	H	H	H	3	
North Yorkshire Schools Forum	CYPS	1, 2, 3	The schools forum has been established under the Education Act 2002 to provide schools with greater involvement in the distribution of funding within their local authority and to act as a consultative and advisory body in relation to school funding	Reviewed on an ongoing basis upon receipt of relevant DfE guidance. Date of last review - March 2011	The Schools Forum is a consultative body and is not directly involved in decision-making activities. Therefore, this section is not relevant	As a consultative body, the Schools Forum's work is dictated by external work-loads	M	N	N/A	See the Schools Forum constitution and membership details on the schools forum webpage: http://cyps.northyorks.gov.uk/index.aspx?articleid=13901			N	Jayne Laver (clerk)	L	H	L	M	H	3	

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SEND Change and Integration Programme Board	CYPS	2, 3	To co-ordinate and implement the Special Educational Needs and Disabilities Change and Integration Programme	Established as a sub group of the Children's Trust Board in July 2011 to ensure delivery of SEND Programme	New SEND Service implemented; Consultation and launch of SEND Strategy 2011-14	Monitor and implement action detailed in SEND Improvement and Integration implementation plan.	M	N		Senior Officers from CYPS, Health and relevant Stakeholders. This is a sub-group of the Children's Trust and as such is subject to the Children's Trust Governance Arrangements. Also, written Terms of Reference have been agreed and are in place	Reports to Children and Young People's Service Leadership Team (CYPLT), Executive Members and, as appropriate, to the Children's Trust.		N	Andrew Terry	L	H	H	M	M	3	
CAMHS Strategy Group	CYPS	2, 3	To ensure the delivery of accessible, equitable high quality mental health services to children and young people in North Yorkshire	The Board was reformed in 2010.	Partnership Board re-established, with a strong commitment from partners to effective partnership working; Greater understanding of available CAMHS achieved at tiers 1-4 and agreement that all CAMHS will routinely collect mental health outcome data available to all commissioners; Work started to establish a minimum offer from CAMHS for Looked After Children and the initiation of work to map care pathways in different CAMHS providers; CAMHS budget agreed for 2012/13 year; CAMHS intensive work for children with learning disabilities and mental health problems to prevent damaging out of area placements investigated.	To undertake a comprehensive needs assessment, identifying CAMHS provision at Tiers 1 2 3 and 4; Identify gaps in provision; Clarify CAMHS funding and recommission services based on need and funding available; and CAMHS positioning in social care teams.	H	N	N	Senior Officers from CYPS and Health	Reports to Children's Trust (See above for details of Children's Trust reporting to elected members). NYCC work reported via DCS to Exec Members and to CYP OSC	NYCC CAMHS Funding totals £723K in 2011-12. Currently "reports" into City of York Children's Trust North Yorkshire Children's Trust and the NY&Y PCT Board	N	Judith Hay	L	H	H	H	H	3	
Youth Justice Service (Management Board)	CYPS	1, 2, 3	To provide strategic direction and resourcing to enable the Youth Justice Service to meet its principal aim of preventing offending by children and young people. Section 38 of The Crime & Disorder Act 1998 places a duty on the Local Authority, acting in co-operation with other statutory partner agencies, to ensure the availability of appropriate youth justice services for their area	Reviewed in 2010	A continuing reduction in the number of first time entrants into the youth justice system; A reduction in the proportion of the offending cohort who re-offend (from the most recent data available); Maintaining appropriate service provision against a background of a 20% reduction in Youth Justice Board grant funding and funding cuts to statutory funding partners	Reduce the number of first time entrants into the youth justice system; Reduce reoffending by children and young people; and Reduce custody numbers of children and young people Revised YOT funding formula, which may adversely affect large rural YOTs). Uncertainty around future funding levels from statutory partner agencies; role of the Police & Crime Commissioner and the Home Office element of the Youth Justice Board grant. Nationally, early estimates indicate a rise in re-offending by what is a smaller, more complex cohort with an entrenched offending history.	H/M	N	Y	CEX, Lead Member Children's Services, Senior Managers from CYPS and Partners	Reports periodically to Executive Members	Multi-agency funding	N	Cynthia Welbourn (Chair)	L	H	H	H	H	3	
14-19 Strategic Advisory Group	CYPS	4	To provide advice to the LA on 14-19 policy and funding changes and the leadership, planning and delivery of 14-19 provision	14-19 partnership structures reviewed in July 2011 Agreement reached to reduce meetings to 3 times a year; New Terms of Reference developed and agreed in October 2011	Maintaining a countywide strategic approach to a range of 14-19 issues, including issues around Foundation Learning, Bursary Funding, NEETs, work-related learning, Raising the participation age and the allocation of 14-19 funding	Progressing work areas outlined in Column E, particularly Raising the Participation Age	M	N	Y	This is a sub-group of the Children's Trust and as such is subject to the Children's Trust Governance Arrangements. Membership includes Senior Managers from CYPS, Districts and Partners	Reports to Children's Trust (See above for details of Children's Trust reporting to elected members). NYCC work reported via DCS to Exec Members and to CYP OSC	14-19 Strategy Group is part of the consultative/ advisory arrangements introduced to enable the authority to achieve effectively its' responsibilities for community 14-19 provision. The responsibility for the use of all the funds for 14-19 remains with the authority. This includes school budgets re: 14-16 resources and post-16 funds allocated to schools and colleges by individual funding formula. However, the Group has a more influential and advisory role relating to 14-19 provision.	N	Chris McGee	L	M	Nil	M	L	5	

	Director	1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling E and other resources 4. Liaison only	partnership	and action taken as a result			from Partnership Risk Matrix? High / Medium / Low	been any governance failures in 2011/12? Yes / No If yes, outline	accountable body? Yes / No / Not Applicable	governance arrangements of partnership	member body does the partnership report to and how often?	contribution and financial reporting arrangements of partnership	member(s) directly involved in partnership and role they play	making, accountability, transparency, key policy areas? Yes / No If yes, outline	lead officer	Probability	Objectives	Financial	Services	Reputation	risk score
Children's Centre Strategic Board	CYPS	2	To work with partner organisations to meet the Children's Centre core offer for all young children in North Yorkshire; To identify and respond to the needs of young children in North Yorkshire; To promote and enhance close multi-agency working at a local level which is responsive to local need; and To develop and consistently evaluate efficient and effective local services for young children and their parents/carers.	Established in June 2010 Group on hold during 2011-12, with planned reactivation in 2012-13			L	N	Y	Terms of Reference in place and agreed membership. Reports to the Children's Trust, but not a formal 'sub-group' of the Board. Primarily an NYCC meeting, but has representation from the Community Health Provider and Job Centre Plus	Reports to Children's Trust (See above for details of Children's Trust reporting to elected members). NYCC work reported via DCS to Exec Members and to CYP OSC	No specific budget for this Board.	None	N	Marc Mason	M	L	Nil	L	Nil	5
Voice, Influence and Participation (VIP) group	CYPS	2		Group currently not operational Will be included within the scope of the wider Children's Trust partnership arrangements review			L	N						N	Jon Coates	Nil	Nil	Nil	Nil	Nil	6
Play Partnership	CYPS	2 3 (when available)		Countywide group currently not operational	Brought play sector together, distributed Playbuilder funding & developed NY Play Strategy	New chair, sustainability & develop new partnership with York	L	N	Y	This is a sub-group of the Children's Trust and as such is subject to the Children's Trust Governance Arrangements. Senior Managers from CYPS and Partners	Reports to Children's Trust (See above for details of Children's Trust reporting to elected members). NYCC work reported via DCS to Exec Members and to CYP OSC		None	N	tbc	Nil	Nil	Nil	Nil	Nil	6
HAS																					
Mental Health Partnership Board	HAS	2, 3	This is an important partnership to develop mental health services	Review undertaken and action plan to restructure user engagement.	Implement of new pr arrangements final draft of service level agreement	Personalisation and charging	L	N	Y	HAS providers health commissioners	Reporting is via HASMB to HAS Exec as required.	none	none	N	Stuart Lomas	L	M	L	M	M	5
North Yorkshire Learning Disabilities Partnership Board	HAS	2	This is an important partnership, in view of the role of visible public engagement on these services.	n/a	Set up Health Task Group and carrying GP Health checks. Customer satisfaction. Raising awareness about Hate Crime with the police. Liberty Paths - transport issues.	Setting up Housing and Employment Task Groups. Participating in the Health and Well Being Board arrangements. Conferences on Autism and Complex Needs.	L	N	Y		Reporting is via HASMB to HAS Exec as required.	£180,000. £9,000 to each Local Area Group.	none	N	Joss Harbron	L	L	L	L	M	5
Supporting People Partnership	HAS	2,3	Overseeing the commissioning of housing support services for vulnerable groups. This includes contract monitoring and quality assurance.	2010. Outcome was to continue with the current commissioning arrangements.	Commissioning of Young Peoples Pathway. Efficiency savings of £2.2m	Reviewing overarching commissioning strategy. Joint commissioning of domestic abuse services, Handyperson/HIA services.	M	N	Y	NYCC, District and Borough Councils, Probation, PCT, Providers Representatives.	Reporting is via HASMB to HAS Exec as required.	£14million	none	N	Avril Hunter	L	M	H	M	M	3
Substance Misuse Partnership Board	HAS	2,3	To maintain an oversight at a strategic level of substance misuse services for adults. To oversee commissioning arrangements for treatments. To manage the Section 75 agreement between PCT and NYCC and other national budgets specifically for substance misuse.	July 2010 reviewed Terms of Reference. Currently addressing changes that will be required in the light of Public Health changes.	All drug treatment contracts were updated and agreed with providers. Formalised drug related deaths confidential enquiry process. Partnership performed well against the new Public Health Outcomes Framework indicator - successful completions as a proportion of the total in treatment population. Alcohol needs assessment well underway.	implementation of an effective NY strategy for delivering the ambitious policy directive for substance misuse.	H	N	N	NYCC, PCT, Police, Probation Trust. Agreed Terms of Reference.	Reporting is via HASMB to HAS Exec as required and OSC Care and Independence Scrutiny committee.	c £160,000. Section 75 Agreement sets out the pooled budget arrangements.	none	Key issue for 2012/13 is the transfer of Public Health to NYCC which will include the Substance Misuse Partnership by April 2013 and shadow arrangements by October 2013.	Seamus Breen	M	L	H	L	M	2
Physical and Sensory Impairment Partnership Board	HAS	2	This is an important partnership, in view of the role of visible public engagement on these services.	N/A	Funding for next three years from Reward Grant has been secured. Remaining four objectives from Equal Lives Action Plan have been agreed. Reference Group member now chairs board.	Implementing the four priority areas of the Action Plan - Housing, Discrimination and Harassment, Making a Positive Contribution and Economic Well Being. Developing how this board fits into the emerging Health and Well Being structures.	L	N	Y	People with Physical and Sensory Impairment elected from local user groups, PCT, HAS and 3rd Sector rep. Constitution in place.	Reporting is via HASMB to HAS Exec as required.	Performance Reward Grant contributes £40k to Reference Group support and Board expenses. NYCC provides Board Support Officer.	none	N	Carol S Johnson	L	M	L	Nil	L	5

	Director	1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling £ and other resources 4. Liaison only	partnership	and action taken as a result			from Partnership Risk Matrix? High / Medium / Low	been any governance failures in 2011/12? Yes / No If yes, outline	accountable body? Yes / No / Not Applicable	governance arrangements of partnership	member body does the partnership report to and how often?	contribution and financial reporting arrangements of partnership	member(s) directly involved in partnership and role they play	making, accountability, transparency, key policy areas? Yes / No If yes, outline	lead officer	Probability	Objectives	Financial	Services	Reputation	risk score
Older Peoples Partnership Board	HAS	2	This is an important partnership, in view of the role of visible public engagement on these services.	N/A	Isolation Report. Input to JSNA		L	N	Y	HAS, PCT, Elected representation from locality older people networks under an elected chair.	Shadow Health and Well Being Board	NYCC contributes £28k p.a. towards the project officer and network support. (From Performance Reward Grant)	Cllr Sheila Marshall as Council's Older Peoples Champion - also plays a role at national and regional level	Accountability	Alastair Dewar	Nil	L	L	Nil		6
Safeguarding Adults Board	HAS	2 but the Law Commission has recommended that Safeguarding Adults Boards be put on a statutory footing and the government is planning to introduce appropriate legislation	To provide strategic leadership for Adult Safeguarding arrangements and to ensure effective	June 2011. Agreed to appoint Independent Chair who will be in place by May 2012.	Delivering Statutory organisations Training plans. Managing partnership risk with respect to accountability in a period of change. Embedding learning from serious case reviews. Appointed Independent Chair.	Increasing user influence on the board. Public awareness campaign. Engagement with new Health arrangements (CCGs) and Public Health. Review of governance under leadership of new Chair.	M	N	Y	NYCC, PCT, District Councils, Probation, ICG, NYCC, Police, Fire and Rescue, Health Trusts, LCSB. Terms of Reference will have to be reviewed in the light of the Shadow Health and Well Being Board.	6 monthly to Care and Independence OSC	c £400,000. This includes Safeguarding team, support to the Board and multi-agency training .	Securing engagement with GP's.	Helen Taylor	L	H	H	M	H	3	
Market Development Board	HAS	2	Has operated as an effective leadership board on the issues regarding social care.	No formal review. Now chaired by AD Procurement, Partnerships and Quality Assurance.	continued high level dialogue to achieve: new overarching contract, agreement on efficiencies. Continuing to raise profile of social care sector in economic development..	continued market development with respect to personalisation, health linkages, operating within financial framework. Consider NY implications of the Social Care White Paper and associated response to the Dilnot Report on funding social care.	L	N	Y	HAS, Independent Care Group (ICG), reps from the 3rd Sector, NHS NYCC	Reporting is via HASMB to HAS Exec as required.	No funding direct to the Board .	none	N	Mike Webster	L	M	L	M	M	5
Adult Integrated Care Workforce Board	HAS	2 but note that ADASS has committed that each LA sets one up	To support and develop the social care workforce to drive improvement in services and efficiencies.		Agreed strategy. Set up board	Develop and progress Action Plans for each theme.	L	N	Y	Independent Care Group (ICG), Third Sector via NYCC, PCT, NYCC HAS . HAS Chairs the Board and Terms of Reference..	Reporting is via HASMB to HAS Exec as required.	No funding direct to the Board .	N	Mike Webster	L	M	L	L	M	5	
Integrated Project Board	HAS	2,3	To develop an agreed approach to the delivery of integrated health and social care, including agreement on the use of NHS transfer monies.	N/A	Establishing the forum between NHS and NYCC to take integration forward. Initial agreement on the allocation of NHS transfer monies.	Developing the vision and agreed menu of integrated health and social care services. Overseeing the implementation of the menu of services in each of the localities	H	N	Y	HAS , PCT . Terms of Reference in place. Chaired by HAS.	Reporting is via HASMB to HAS Exec as required.	£8.09 m 2012/13	none	Tension between need of a consistent approach and locally tailored responses. Boundaries of HAS and CCG boundaries. Changes to NHS commissioning responsibilities.	Seamus Breen	M	M	H	M	M	2
Airedale Wharfedale and Craven CCG	HAS	1, 2, 3	To commission NHS services for Craven (in NY)	N/A	Established in shadow form. Assurance process begun.	To secure assurance and assume commissioning responsibility. Ensure NYCC engagement in NHS commissioning to meet local needs	H	N/A	N	GPs, PCT commissioning support , NYCC. Other members vary and national guidance awaited.	Health and Well Being Board. Overview and Scrutiny.	Specific joint commissioning of services. Indirectly through Integration of services to meet commissioning objectives.	none	Craven only small part of responsibility of their CCG. Different Health and Well Being Board.	Seamus Breen	M	M	H	M	M	2
Vale of York Clinical Commissioning Groups	HAS	1, 2, 3	To commission NHS services for Vale of York	N/A	Established in shadow form. Assurance process begun.	To secure assurance and assume commissioning responsibility. Ensure NYCC engagement in NHS commissioning to meet local needs	H	N/A	N	GPs, PCT commissioning support , NYCC. Other members vary and national guidance awaited.	Health and Well Being Board. Overview and Scrutiny.	Specific joint commissioning of services. Indirectly through Integration of services to meet commissioning objectives.	none	Not coterminous with local authority or social care boundaries. Three Health and Well Being Boards.	Helen Taylor	M	M	H	M	M	2
Harrogate and Rural District Clinical Commissioning Groups	HAS	1, 2, 3	To commission NHS services for Scarborough and parts of Ryedale	N/A	Established in shadow form. Assurance process begun.	To secure assurance and assume commissioning responsibility. Ensure NYCC engagement in NHS commissioning to meet local needs	H	N/A	N	GPs, PCT commissioning support , NYCC. Other members vary and national guidance awaited.	Health and Well Being Board. Overview and Scrutiny.	Specific joint commissioning of services. Indirectly through Integration of services to meet commissioning objectives.	none	N	Mike Webster	M	M	H	M	M	2
Hambleton, Richmondshire and Whitby Clinical Commissioning Groups	HAS	1, 2, 3	To commission NHS services for Hambleton, Richmondshire and Whitby	N/A	Established in shadow form. Assurance process begun.	To secure assurance and assume commissioning responsibility. Ensure NYCC engagement in NHS commissioning to meet local needs	H	N/A	N	GPs, PCT commissioning support , NYCC. Other members vary and national guidance awaited.	Health and Well Being Board. Overview and Scrutiny.	Specific joint commissioning of services. Indirectly through Integration of services to meet commissioning objectives.	none	Not coterminous with local authority or social care boundaries.	Sukhdev Dosanjh	M	M	H	M	M	2

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Scarborough and Ryedale Clinical Commissioning Groups	HAS	1, 2, 3	To commission NHS services for Scarborough and parts of Ryedale.	N/A	Established in shadow form. Assurance process begun.	To secure assurance and assume commissioning responsibility. Ensure NYCC engagement in NHS commissioning to meet local needs	H	N/A	N	GPs, PCT commissioning support, NYCC. Other members vary and national guidance awaited.	Health and Well Being Board. Overview and Scrutiny.	Specific joint commissioning of services. Indirectly through Integration of services to meet commissioning objectives.	none	Not coterminous with local authority or social care boundaries.	Anne Marie Lubanski	M	M	H	M	M	2
Dementia Network	HAS	2,3	To support the completion of the National Dementia Strategy NY and York		NY and York Dementia Strategy signed off. Workforce Development Strategy been developed and is integrated with Adults.	Monitoring implementation of the action plan.	L	N	jointly with PCT	HAS, PCT, provider health services, volt Sector, Acute Trusts, people with dementia and their carers.			none	N	Jan Cleary	L	L	L	L	L	5
FCS																					
Connecting North Yorkshire	FCS	2,3	To bring the advantages of high quality broadband to 100% of businesses and citizens in North Yorkshire by 2017.	This is a new partnership	On schedule with procurement process. BDUK and ERDF funding confirmed subject to satisfactory outcome of procurement process. State Aid approvals also secured. Progress (via Nynet) with local not-spots.	To conclude the procurement process by July 2012 so roll-out can commence October 2012. Secure BDUK and ERDF funding so scheme can proceed.	H	N	Y	Formally constituted Board with Chairman (Cllr Les) and Officers from NYCC (2) + representatives from BDUK (1), LEP (1) and Nynet (2). Meets monthly.	Reports to Executive when key decisions are required because NYCC is the Accountable Body.	NYCC officer time + £1m of project costs accrued in NYnet (which will hopefully be offset by ERDF grant in due course.)	Cllr Les (Chair) + Cllr Watson (observer in capacity as Nynet Chairman).	No, unless problems arise with procurement, grant funding and/or state aid.	JSM	M	H	H	H	H	1