

**North Yorkshire County Council****Audit Committee****26 September 2013****Annual Report on Partnership Governance 2012/13****Joint Report of the Chief Executive  
and Corporate Director – Strategic Resources****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 2012/13.

**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 9 July 2013. The Executive resolved:
- (a) That the annual report on partnership governance is received;
  - (b) 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;
  - (c) 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
  - (d) That this annual report is referred to the Audit Committee.
- 2.3 The role of the Audit Committee is to review whether partnerships are adequately governed and details of how assurance is sought and determined.

**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 The County Council's Constitution and Financial Procedure Rules incorporate specific requirements relating to the approval of partnerships that involve expenditure, receipt of grants etc. Specific requirements are also 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 then 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 also 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 for all significant continuing partnerships, 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 corporate partnership governance guidance (revised August 2012) is published on the intranet together with a list of key officer 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 27 June 2013.
- 3.8 The draft Annual Governance Statement, to be considered by the Audit Committee at the same meeting as this report includes a number of references to the arrangements for partnerships including those in the County Council's Constitution and Finance Procedure Rules and the annual report.
- 3.8 Only one issue significant governance issue in relation to a partnership issue is identified in the draft 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 proposed action plan includes identifying a robust governance model that meets future arrangements through sound decision making, practical and demonstrable collaboration and clear priorities including a prioritised investment plan.

3.9 As highlighted in the annual report, Veritau undertook an internal audit in early 2013 to provide assurance that there are sound governance arrangements in place for partnerships. The overall audit opinion was that the controls in place provide Substantial Assurance. All resulting actions scheduled to be completed by the date of writing this report have been completed and it is anticipated that actions will have been completed by March 2014 as envisaged in the action plan.

#### 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 2012/13.

Richard Flinton  
Chief Executive

Gary Fielding  
Corporate Director - Strategic Resources

6 September 2013

Author and presenter of report:  
Neil Irving, Assistant Director (Policy and Partnerships)

#### **Appendices:**

Appendix one      Annual Report on Partnership Governance 2012/13 (as considered by the Executive on 9 July 2013)

# North Yorkshire County Council

## Executive

9 July 2013

### Annual Report on Partnership Governance 2012/13

#### Joint Report of the Chief Executive and Corporate Director – Strategic Resources

#### 1.0 Purpose of report

1.1 To provide an annual report on the governance of partnerships involving the County Council, together with a summary of key issues, for the financial year 2012/13.

#### 2.0 Background

2.1 Both the Executive and the Audit Committee have previously agreed to receive an annual report on the governance of partnerships involving the County Council, together with a summary of key issues arising during the last year.

2.2 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.

2.3 Partnerships are within the scope of the annual report if they are characterised by one or more of the following conditions:

- 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 partnerships that were within the scope of this report as at 31 March 2013. The number and nature of partnerships changes from time to time and, as with all annual reports, the data within the appendix is a snapshot in time.

2.5 The County Council nominates Members to a wide range of outside organisations, some of which are partnerships and included in Appendix 1. However, the majority of outside organisations listed in the Constitution are not

partnerships and the arrangements for reporting, where required, are as set out in the Constitution.

2.6 This report also 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; and
- health, policing and quango reforms.

3.2 The key principles for partnership working locally were agreed in 2010 by Local Government North Yorkshire and York (LGNYY):

- 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 The following partnerships have been included in the appendix for the first time:

- Public Sector Executive (Scarborough District);
- Local Nature Partnership;
- North Yorkshire Local Transport Body;
- North Yorkshire, York and North York Moors Minerals and Waste Plan;
- North Yorkshire Timber Freight Quality Partnership; and
- Settle Area Freight Quality Partnership.

3.5 The following partnerships, which were included in the appendix last year, have been removed this year:

- Hambleton and Richmondshire Strategic Forum (as it has ceased to exist);
- Yorkshire Coast Community Safety Partnership (as it has ceased to exist when its role was taken over by the Public Sector Executive (Scarborough District));

- Tees Valley City Region Leadership Board and Tees Valley City Region Executive Board (as they do not satisfy the criteria set out in paragraph 2.3);
  - Leeds City Region Innovation & Enterprise Panel and Leeds City Region Skills & Labour Market Panel (as they are sub groups of the Leeds City Region LEP, which is included in the appendix);
  - Play Partnership (as it has ceased to exist following the review of Children's Trust arrangements);
  - Voice, Influence and Participation (VIP) group (as it has ceased to exist following the review of the Children's Trust arrangements);
  - SEND Change and Integration Programme Board (as it is now a task and finish group of the Children's Trust to support delivery of the SEND Improvement & Integration Strategy 2011-14);
  - CAMHS Strategy Group (as it is now a task and finish group of the Children's Trust to support delivery of the CAMHS strategy);
  - 14-19 Strategic Advisory Group (as it is no longer a sub-group of the Children's Trust Board and does not meet the criteria set out in paragraph 2.3);
  - Children's Centres Strategic Board (as it has ceased to exist following the review of Children's Trust arrangements);
  - Mental Health Partnership Board (as it has ceased to exist in a format that meets the criteria set out in paragraph 2.3);
  - shadow Clinical Commissioning Groups (CCGs) (as these moved to a statutory status within the NHS in March 2013); and
  - Integrated Project Board (as it has ceased to exist in a format that meets the criteria set out in paragraph 2.3).
- 3.6 Significant changes during 2013/14 are expected to result from:
- the integration of public health responsibilities within the County Council; and
  - discussions about the future partnership arrangements for community safety, following the election of the police and crime commissioner.
- 3.7 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.
- 3.8 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.

#### **4.0 Arrangements in place to monitor partnerships**

- 4.1 Appendix 1 includes, for each partnership, a summary of key achievements in 2012/13, priorities for 2013/14, arrangements for partnership governance and reporting, and a risk assessment. The appendix identifies a lead directorate for

each partnership who, where appropriate, ensures the engagement of relevant services across the council.

- 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 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 whom.
- 4.7 The governance arrangements of all partnerships with a high risk rating have been 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 considered all written governance documents of the partnership to check that they are fit for purpose. No concerns over governance arrangements have been identified. The review has now been 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. If any concerns are identified, 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. It is anticipated that that similar reviews will be undertaken on an annual basis.

4.8 Veratium undertook an internal audit in early 2013 to provide assurance that there are sound governance arrangements in place for partnerships. The audit reviewed a sample of four partnerships spread across directorates, risk levels, and budget (York and North Yorkshire Safer Community Forum, E-Crime Partnership, Children's Trust Board and Substance Misuse Partnership).

4.9 The key findings were that:

- there are good governance arrangements in place for the partnerships that the council are involved in;
- all of the partnerships in the sample provided a benefit to the County Council, in some cases this was because they were statutory and in others there had been benefits identified;
- all partnerships also had a governance document in place that set out the roles and responsibilities of the partners appropriate to the level of risk;
- before each partnership is entered into it is assessed to determine a risk rating of low, medium or high measured against probability, objectives, financial, services and reputation; and
- monitoring of the partnership takes place in all of the partnerships tested, to varying levels as would be expected in accordance with the risk rating that the partnership has been given.

4.10 Two weaknesses were identified:

- in some cases, data sharing protocols were not included in the governance documents when they should have been; and
- in some cases a specific risk assessment is not carried out to determine the risks of the individual partnership.

4.11 The overall audit opinion was that the controls in place provide Substantial Assurance, that is:

- there is good management of risk with few weaknesses identified; and
- an effective control environment is in operation but there is scope for further improvement in identified areas.

4.12 An action plan to address both weaknesses has been agreed:

- all partnerships will be assessed by July 2013 to identify whether the partnership is used as a mechanism to share personal data between partners and, if applicable, whether a data sharing policy exists. Where a partnership is used as a mechanism by to share personal data between partners and a data sharing policy does not exist – a data sharing policy will be developed and proposed for adoption by the partnership by March 2014; and
- for all partnerships a proportionate specific risk assessment will be undertaken and recorded by September 2013 as part of the NYCC general risk assessment to determine the specific risks that should be monitored and mitigated against for the partnership.



## 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 2013 (Appendix 1);
- (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

Gary Fielding  
Corporate Director - Strategic Resources

19 June 2013

Author and presenter of report:

Neil Irving, Assistant Director (Policy and Partnerships)

### Appendices:

Appendix 1 - Partnerships that were within the scope of this report as at 31 March 2013

Annual Report on Partnership Governance 2012/13: Appendix 1 - Partnerships that were within the scope of this report as at 31 March 2013

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 2012/13	Issues and priorities 2013/14	Have there been any governance failures in 2012/13?  Yes / No If yes, outline	Membership and governance arrangements of partnership	Annual partnership expenditure and main sources of income	Accountable body	NYCC budget contribution (in addition to officer time)	Which NYCC elected member body does the partnership report to and how often?	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	NYCC finance officer	Risk Factors (H / M / L)					Overall partnership risk rating  High / Medium / Low	Legal Services governance review undertaken - date and action needed (low risk partnerships are not reviewed)
																	Probability	Objectives	Financial	Services	Reputation		
Strategic sub-regional and regional partnerships																							
Local Government North Yorkshire and York (LGNYY)	CS	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	Providing a sub-regional voice and promoting effective working between local authorities.	To be determined	N	Leaders of all local authorities and national park authorities. Written terms of reference.	No budget; NYCC provides officer time for secretariat.	n/a	No budget.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr John Weighell - member (Cllr John Weighell is also chair elected by the partnership)	N	Richard Flinton	n/a	L	M	Nil	L	M	L	
NYC Chief Executives Group	CS	2, 3	To provide leadership and coordination across sub-regional partnership structures and public services generally and to advise LGNYC	2011. Created to support LGNYC; replaced NYSP Executive.	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)	N	Chief executives of local authorities and key local public sector partners. Written terms of reference.	No budget; NYCC provides officer time for secretariat.	n/a	No budget of its own; but oversees the utilisation of the LAA Performance Reward Grant (£6m).	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	N	Neil Irving	Debbie Bassett (re LAA PRG)	L	M	H	L	M	M	12 April 2013 - No concerns noted.
York and North Yorkshire Safer Communities Forum	CS	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. Further review expected depending upon the outcomes of the discussions being led by the police and crime commissioner.	Produced annual Community Safety Agreement; oversaw the development and management of countywide schemes including Night Marshals and Domestic Abuse Coordinators	Review of all community safety partnership structures following discussions with the police and crime commissioner.	N	Senior reps (mostly officers) of key local community safety partners inc chairs of district CSPs. Written governance document.	No budget; NYCC provides officer time for secretariat.	n/a	No budget of its own; Until March 2013 Forum made recommendations to NYCC on allocation of Home Office community safety grant (£461k in 2011/12; £233k in 2012/13)	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.	Cllr Carl Les - member (Cllr Carl Les is also deputy chair elected by the partnership)	Review of all community safety partnership structures following discussions with the police and crime commissioner.	Neil Irving	Debbie Bassett (re HO community safety grant)	L	L	H	L	M	M	To be undertaken.
Local Resilience Forum	CS	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.	2012 - review by NYLRF members approved new governance structures and role of secretariat.	New structure embedded. Response to two major incidents (flooding) using NYLRF developed procedures.	Strategic Objectives: review of response procedures (lessons learnt from flood incidents), coordinated delivery of promoting resilience to residential and business communities, embedding processes post transition of public health.	N	Multi-agency partnership chaired by NYCC Chief Executive, to carry out statutory duties as defined by the Civil Contingencies Act plus additional legislation. Written governance document.	Secretariat provided by NYCC and funded by partners (£39k). Training & exercise budget using previously agreed joint provision of funds from partners (£3k).	NYCC	NYCC contribution of £10k towards total cost of £39k for secretariat. Until April 2011 NYCC covered the full cost.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	N	Neil Irving	Mike Snelling	L	M	L	M	H	M	14 June 2012 - No concerns noted.
Local Government Yorkshire & Humber (LGYH)	CS	4	Member-led partnership of all local authorities across Yorkshire and Humber enabling councils, fire and rescue authorities, police and crime commissioners and national park authorities to come together on issues of common interest, share information and intelligence and provide a stronger collective voice on issues critical to the future prosperity of local communities across the region.	New governance arrangements established during 2012/13 as part of the organisational restructure, with the LGYH secretariat now directly accountable to the Y&H Chief Executives' Group.	Bringing members together to discuss and influence national policy developments in areas such as local government finance, welfare reform and sector-led social services improvement. Securing external public funding into the region (eg £250k for Climate Change Partnership; £350k for Health & Wellbeing Collaborative). Financial support for Welcome to Yorkshire to secure the Tour De France in 2014. Establishing an All Party Parliamentary Group, where MPs are championing the region's economic growth in Westminster. Completing organisational restructure to cut members' costs by 50%.	To support its membership to: set out a positive case for Local Government leadership delivering prosperity, growth and jobs, which supports the case for devolution of powers from central Government; respond to funding and service delivery pressures; promote national awareness of the regional context (e.g. through the LGA); providing a single, cross-Party voice to influence "live" issues that are likely to impact the region (e.g. the proposed closure of the Leeds Children's Heart Surgery Unit).	N	Leaders of all local authorities, police authorities and fire and rescue authorities. Written terms of reference.	LGYH's core income from its membership's affiliation fees is £507k, with £123k of this directed to the "Workforce" function. Total expenditure is greater, but covered from external income.	LGYH is an independent body, established utilising the legal personality of an Employers' Association.	£37.2k subscription.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr John Weighell - member	N	Richard Flinton	Debbie Bassett	L	M	M	L	L	L	
LGNYY Spatial Planning and Transport Board	BES	2	To provide strategic advice, direction and leadership on spatial planning and transport matters. Enable implementation of the Duty to Cooperate in plan making at a political level.	June 2011 - decision taken to merge the Spatial Planning Board and Transport Board. City of York Council now responsible for secretariat.	Board met once to date (May 2012). Sub-regional support for positive planning approach to broadband and mobile telephone infrastructure secured.	Board requested forward work programme at first meeting. Still outstanding under leadership of City of York Council.	N	One Cllr from each local authority. Written terms of reference.	No allocated budget. No income streams identified to date. Secretariat function provided by City of York Council.	n/a	Officer time only	No routine report to NYCC elected member body, but regular report to LGNYC, with any issues arising feeding in to County Council processes in the usual way.	Cllr Gareth Dadd - member; deputy is Cllr Chris Metcalfe	N	David Bove / Carl Bunnage	Trevor Clilverd	L	L	Nil	L	L	L	
LGNYY Housing Board	BES	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 agreed to retain, but streamline.	Rural Housing Week, a programme of events to highlight achievements in the delivery of rural housing. Refresh of North Yorkshire Housing and Homelessness Strategy. North Yorkshire Tenancy Strategy.	To be agreed Spring 2013	N	One Cllr from local authority and reps of key partners. Written terms of reference	Circa £160k pa (partnership costs plus rural housing enablers programme). Partnership posts funded by LA contributions; RHE programme funded by LAs / Registered Provider / Leeds City Region / NYCC contributions.	Hambleton DC, including employer of partnership staff.	Contribute £3.75k towards Housing Strategy Manager post.	No routine report to NYCC elected member body but regular report to LGNYC, with any issues arising feeding in to County Council processes in the usual way.	Cllr Gareth Dadd - member	N	Carl Bunnage	Trevor Clilverd	L	M	L	M	L	L	

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 2012/13	Issues and priorities 2013/14	Have there been any governance failures in 2012/13?  Yes / No If yes, outline	Membership and governance arrangements of partnership	Annual partnership expenditure and main sources of income	Accountable body	NYCC budget contribution (in addition to officer time)	Which NYCC elected member body does the partnership report to and how often?	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	NYCC finance officer	Risk Factors (H / M / L)					Overall partnership risk rating  High / Medium / Low	Legal Services governance review undertaken - date and action needed (low risk partnerships are not reviewed)
																	Probability	Objectives	Financial	Services	Reputation		
York, North Yorkshire & East Riding Local Enterprise Partnership	BES	2	To provide business leadership to the economic growth strategy across the LEP area ensuring resources are priorities based on Private Sector growth and job creation	This is a new partnership and as such has not yet been subject to review.	1062 businesses supported. Free mentors available across the LEP area. £2.5m invested in Whitby Business Park. Masterplanning complete for FERA. £2.2m skills funding attracted.	Develop a 5 year strategy for growth covering business growth, green economy, skills, employability & infrastructure. Support 2000 businesses including: Visitor Economy support programme; Potash Supply Chain; FERA site development.	N	Business led partnership (9 business reps, 6 local authority reps). Written governance document.	NYCC budget of £311k for secretariat. Access to grants including Growing Places Fund (£9.4m) (to be used as a revolving fund). Capacity Fund (£27,500), BIS funding (£125k 12/13, £250k 13/14 but requires match funding).	NYCC	The Council's Economic & Partnership Unit has a NYCC budget of £480k and staff in the unit provide support to the LEP. CE£311k of the £480k budget is engaged on LEP support.	No routine report to NYCC elected member body, although any issues requiring decisions or reports will be fed in through normal processes.	Cllr John Weighell - member	N	James Farrar	Graham Iveson	L	H	H	L	H	M	29 June 2012 - Written constitution in place. No concerns but need for further review as function of the LEP has potential for change and may need revised governance.
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	None undertaken	None 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.	N	Business led partnership (business reps and local authority reps, inc NYCC rep). Written governance document.	Circa £36m Growing Places Fund. Circa £1.4b City Deal (tbc). Circa £500m Infrastructure Fund (tbc).	Leeds City Council	Officer time only	No routine report to NYCC elected member body, although any issues requiring decisions or reports will be fed in through normal processes.	Cllr John Weighell - member	N	James Farrar	Graham Iveson	M	M	L	L	M	M	To be undertaken.
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.	N	Local Authority Leaders. Written governance document.	Circa £1.6m expenditure. Primarily funded by LA subscriptions and Government grant.	Leeds City Council	£39k overall contribution to LCR	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.	Cllr John Weighell - member	N	David Bowe	Trevor Clilverd	L	L	L	L	M	L	
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.	N	Officers of local authorities and the Homes & Communities Agency. Written governance document.	£0	Leeds City Council	Officer time only	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.	None	N	Carl Bunnage	Graham Iveson	L	L	L	L	L	L	
LCR Transport Panel	BES	2	To advise the LCR Leaders Board on transport issues with the Leeds City Region.	A review of the Panel is ongoing by the LCR secretariat in light of the proposal for a West Yorkshire Combined Authority.		Devolution of funding for major schemes and devolution of rail powers.	N	Members of local authorities. Written governance document.	Unknown. NYCC do not contribute financially.	West Yorkshire Passenger Transport Executive (METRO)	Officer time only	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.	Cllr Chris Metcalfe attends where appropriate (officer attends every meeting)	N	Barrie Mason	Dianne Neilsen	M	L	M	L	M	M	To be undertaken.
Superfast North Yorkshire (SFNY)	CS	2, 3	To bring the advantages of high quality broadband to 100% of businesses and citizens in North Yorkshire by 2017.	CNY Board meets on a regular basis to oversee / manage all aspects of the SFNY project.	Contract with BT, plus finance secured. Rollout commenced (completion end 2014). Work on last 10% continues with addition of Community Internet Service Provider (CISP) Framework.	Manage the BT contract and secure a sustainable solution for the last 10%. Ensure Business Support contractor meets ERDF targets. Ensure Demand Stimulation Team meets take up/action by targets.	N	Formally constituted Board with Chairman and officers from NYCC (2) + representatives from BDUK (1), LEP (1) and NYnet (2). Written governance document.	Project cost of £33m offset by BDUK/ERDF grants totalling £31.4m.	NYCC	NYCC officer time and £1.6m (net of grants) of project costs accrued in NYnet 100.	Reports to Executive when key decisions are required because NYCC is the Accountable Body.	Cllr Carl Les (Chair) and Cllr John Watson (observer in capacity as NYnet Chairman).	Will BDUK provide additional £ to upgrade any of the 10% areas? If not, will still need £ to do wireless schemes.	John Moore	Gary Fielding	M	M	M	M	H	M	To be undertaken.
<b>Local strategic and community safety partnerships</b>																							
Safer Craven Community Partnership	CS	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	2011 - streamlined structures - further review may happen depending upon the outcomes of the discussions being led by the police and crime commissioner.	MAPS (multi-agency problem solving) meetings with collaborative interventions to address behaviour issues of individuals. Helped reduce re-offending by housing nine offenders. Using local intelligence to keep abreast of activity involving cross border criminals. Activities undertaken to monitor known prolific offenders in the district and associates. Educational events for motorcyclists and young people aimed at drink driving dangers, winter driving, seat belt safety.	Protecting vulnerable communities; Addressing Community Concerns; Domestic Abuse; Road Safety; Reducing Re-offending	N	Senior reps (members and officers) of key local community safety partners. Written governance document	Not known. £10k from Craven District Council towards incidental costs and partnership support.	Craven District Council	£18k in 2012/13 from HO Community Safety Grant; £0 from April 2013.	Craven Area Committee - annually. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements.	Cllr Shelagh Marshall - member (Cllr Shelagh Marshall is also Chair, elected by the Partnership)	N	Neil Irving	Debbie Bassett	L	L	L	L	M	L	
Hambleton and Richmondshire Community Safety Partnership	CS	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	2011 - formal merger agreed by Home Secretary - further review may happen depending upon the outcomes of the discussions being led by the police and crime commissioner.	Supported a range of education, diversionary and early intervention projects. Delivered community and multi-agency training and awareness events and a series of media campaigns, whilst supporting victims and families. Responded to identified alcohol misuse issues by maintaining or implementing community interventions or enforcement activities.	Anti-social behaviour and quality of life, Domestic abuse, Road safety	N	Senior reps (members and officers) of key local community safety partners. Written governance document	Not known. Hambleton and Richmondshire Districts Council covers incidental costs and partnership support.	Hambleton DC.	£82k in 2012/13 from HO Community Safety Grant; £0 in 2013/14.	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.	Cllr Heather Moorhouse and Cllr Michael Hesettine - members	N	Neil Irving	Debbie Bassett	L	L	M	L	M	L	

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 2012/13	Issues and priorities 2013/14	Have there been any governance failures in 2012/13?  Yes / No If yes, outline	Membership and governance arrangements of partnership	Annual partnership expenditure and main sources of income	Accountable body	NYCC budget contribution (in addition to officer time)	Which NYCC elected member body does the partnership report to and how often?	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	NYCC finance officer	Risk Factors (H / M / L)					Overall partnership risk rating  High / Medium / Low	Legal Services governance review undertaken - date and action needed (low risk partnerships are not reviewed)
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Harrogate District Partnership Forum	CS	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	HBC intend to review whether this Forum should continue or be closed down. It has not met for at least nine months.	Very little activity in last twelve months. One meeting with no outcomes or future plans set.	Continues to link to the delivery of the "My Neighbourhood Management" projects which concentrate intensively on some specific issues in certain wards in HBC.	N	Senior reps (members and officers) of key local partners. Written governance document.	Harrogate Borough Council covers incidental costs and partnership support.	Harrogate Borough Council	Officer time only	Harrogate Area Committee - normally twice a year.	Cllr Bernard Bateman - member	N	Neil Irving	n/a	L	L	NIL	L	M	L	
Harrogate and District Safety Communities Partnership	CS	1, 3	Bringing agencies and communities together to tackle crime and anti-social behaviour	Review may happen depending upon the outcomes of the discussions being led by the police and crime commissioner.	Continues to successfully reduce the number of lives lost and injured to road traffic collisions. All areas of crime were reduced in the latest reporting period with the exception of financial crime, which was already at a low level.	Will continue to focus on crimes that affect communities with some specific campaigns based on crime types with young peoples road safety and burglary being at the fore.	N	Senior reps (members and officers) of key local community safety partners. Written governance document	Not known	Harrogate Borough Council	£82k in 2012/13 from HO Community Safety Grant; £0 in 2013/14.	Harrogate Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements	Cllr Cliff Trotter - member	N	Neil Irving	Debbie Bassett	L	L	M	L	M	L	
Ryedale Strategic Partnership (includes responsibility for community safety issues)	CS	1, 3, 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	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 rural broadband infrastructure; increasing uptake of healthy weight advice; reduction in road traffic collisions; reduction in crime and disorder	The 'Ryedale Plan' 2013 Local Development framework, addressing the issues of an increasing population of mainly elderly residents and the Sustainable Community Strategy; increasing skills and employment opportunities; building on the continued successes of reduction of crime, disorder and increased road safety.	N	Senior reps (members and officers) of key local partners. Written governance document.	Not known	Ryedale District Council	£30k in 2012/13 from HO Community Safety Grant; £0 in 2013/14.	Ryedale Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements.	Cllr Clare Wood and Cllr Val Arnold - members (Cllr Clare Wood is also Chair, elected by the Partnership)	N	Neil Irving	Debbie Bassett	L	L	L	L	M	L	
North Yorkshire Coast Community Partnership	CS	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	July 2012 - Constitution reviewed and amended.	Master planning work developed and continuing in Barrowcliff, Castle/North Bay 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; strategic function in relation to community safety	N	Senior reps (members and officers) of key local partners. Written governance document.	£400 external income (from Yorkshire Coast Homes and North York Moors National Park). Other costs and partnership support (including support to Urban Area Forum) provided by Scarborough Borough Council.	Scarborough Borough Council	Officer time only	Yorkshire Coast and Moors County Area Committee - normally twice a year.	Cllr Janet Jefferson - member	N	Neil Irving	n/a	L	L	NIL	L	M	L	
Local Public Service Executive (Scarborough district) (includes responsibility for community safety issues)	CS	1, 3	To bring together the key public sector decision makers to pool resources, redesign services and reduce the costs of service delivery and improve outcomes for local people.	Taken on responsibility for community safety (January 2013) upon abolition of to CSP. Membership has been reviewed and terms of reference will be reviewed shortly to reflect these new responsibilities.	Developing new models of joint working; developing joint prevention and enforcement team; contributing to masterplanning. Initiatives to tackle / prevent alcohol related crime; new rape crisis helpline; alcohol link worker in Accident & Emergency department; diversionary activities for young people.	Tackling crime and anti-social behaviour; implementing joint prevention and enforcement team; locality joint working in Castle/North Bay; Changing Lives initiative; night time economy.	N	Senior reps (officers) of key local public sector partners. Written terms of reference.	Not known. Scarborough Borough Council covers incidental costs and partnership support.	Scarborough Borough Council	£92k in 2012/13 from HO Community Safety Grant; £0 in 2013/14.	Yorkshire Coast and Moors County Area Committee in respect of community safety issues - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements	None	Neil Irving	Debbie Bassett	L	L	L	L	M	L		
Selby Local Strategic Partnership	CS	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	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.	N	Senior reps (members and officers) of key local partners. Written governance document.	No specific income. Selby District Council covers incidental costs and partnership support.	Selby District Council	Officer time only	Selby Area Committee - normally every meeting.	Cllr Chris Metcalfe - member	N	Neil Irving	n/a	L	L	NIL	L	M	L	
Selby District Community Safety Partnership	CS	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	N	Senior reps (members and officers) of key local community safety partners. Written governance document.	Not known	Selby District Council	£52k in 2012/13 from HO Community Safety Grant; £0 in 2013/14.	Selby Area Committee - normally twice a year. By agreement, scrutiny of CSP matters is carried out through district council scrutiny arrangements.	Cllr Karl Arthur - member	N	Neil Irving	Debbie Bassett	L	L	M	L	M	L	
<b>BES</b>																							
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 completed in June 2012	Delivery of annual training programme, upgraded website, advice and information for voluntary arts sector	Delivery of conference in June 2012. Increase database by 25%. Delivery of annual training programme. Partnership is now an informal advisory group and as such will be removed from the 2013/14 annual report.	N	Informal advisory group only.	2012-13 £7.7k. Arts Council funding via NYCC as Accountable Body. Development Plan completed in November 2012 and partnership formally ended. Project now responsibility of Create Arts Development. No formal NYCC involvement.	NYCC	Officer time only	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	N	Gillian Wall	Graham Iveson	L	L	L	L	L	L	

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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 2012/13 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	N	LAF purpose set out in statute with agreed terms of reference.	£0	NYCC	No budget - costs are officer time, admin support and meeting rooms	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr John Fort, Cllr Robert Heseltine, Cllr David Jeffels - members	N	Aidan Rayner	Dot Barker	L	L	Nil	L	L	L	
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.	Review undertaken during 2012. No further action required.	Implementation of the set-up phase of the National E-Crime sub-projects 1 & 3. Delivery of year 1 of the national E-Crime project.	To ensure implementation and delivery of year 1 of the 3 year national E-Crime project within the submitted grant funding expenditure forecast.	N	Back to Back agreement in place between NYCC & CYC.	Projected outturn for 2012/13 for projects 1 & 3 = £533k. Funded by Central Government direct funding grant.	NYCC	Grant funded (circa £0.6m p.a. for set up with conditions). Grant is subject to audit. NB: there is NYCC contribution in terms of officer time. Projected outturn for 2012/13 for projects 1 & 3 = £533k.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	Andy Robson	Graham Iveson	L	L	H	L	H	M	29 June 2012 - No concerns noted.	
North Yorkshire, York and North York Moors Minerals and Waste Plan	BES	1, 2	Production of joint mineral and waste local plan (development plan document)	Partnership at commencement stage	Partnership at commencement stage	To prepare and adopt a statutory planning policy document for minerals and waste covering the partnership area. To develop decision making processes and project planning considerations.	N	Officer steering group. NYCC informal member input via the MWDF member working group. Executive sign-off at key project stages	bbc - estimated at circa £90k.	No official Accountable Body - joint responsibility, although NYCC would typically take lead role	bbc - Indicative up to £50k	Informal reporting to MWDF member working group. Executive sign off at key project stages	Cllr Gareth Dadd (planning portfolio holder); Cllr John Blackburn (chairman of MWDF member working group)	N	Rob Smith	Graham Iveson	L	M	L	M	M	L	
York & North Yorkshire Waste Partnership	BES	2, 3	Delivering efficient waste management services that are in the best interests of the council tax payers of York & North Yorkshire annual cost (value) of waste management in the sub-region (inc Yorwaste) is circa £80M; Continue to ensure delivery of joint waste strategy 'Lets talk less rubbish' & its review.	Full review completed during 2011/12 & new structure put in place from April 2012; Business Plan & Budget agreed for 2012-15 with rolling refresh & reviews.	Partnership framework contract (44 vehicles ordered £264K); Green Waste gate fees call-off contract (anticipated savings 10% on £1.5M p.a. throughput); Metrics for the implementation of charged Green Waste collection (potential to save £M's p.a.) - several district partners may implement in 2013-14; 28 Waste Management apprenticeships.	Full review of governance agreement. Delivery of the 2013/14 elements of the rolling business plan including: Data mapping for collection services; More sub-partnership working to gain further efficiency savings e.g. joint procurement; Green Waste collection charging; borderless collection; trade waste; Waste Prevention and Minimisation action plan (2013-14).	N	Portfolio holders for waste management at each of the partner authorities; overarching governance through LGNYC; No formal governance document, however, there is a Statement of Agreed Principles (SOAP). A full review of Governance arrangements will be carried out in 2013/14	Base budget (excluding Waste Partnership Manager post cost) is £104.5K Made up of £36K districts / CYC contributions + £40K SLA + £28.5K NYCC Note: £40K SLA contribution finishes 2012/13	NYCC (financially only)	£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 p.a..	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Chris Metcalfe (as portfolio holder) - member	N	Jeff Evans	Dot Barker	L	H	H	L	H	M	14 June 2012 - Ultimate governance through LGNYC. Effective financial control. No pressing concerns.
95 Alive Road Safety Partnership	BES	2, 3	"The 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.	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).	Delivery of Performance Reward Grant. Partnership action plan. Investigate funding opportunities and establish secure future funding source. Public health inclusion into road safety agenda. Establish formal evaluation/monitoring of Speed Management Protocol. Address poor key partner representation. Establishing oversight role by police and crime commissioner.	N	Lead partners - NYCC, North Yorkshire Police, Fire & Rescue, City of York, Highways Agency, Public Health. Supporting partners - local community safety partnerships. Written governance document.	Each partner agency provides staff resource as its contribution for service delivery and officer working and steering Groups. Currently £100k from Performance Reward Grant funds 4 x core programmes and 1 x Project Officer. Performance reward grant to cease in 2014/15.	NYCC	NYCC fund officer time (with exception of Partnership Project Officer). The NYCC Road Safety & Travel Awareness Budget is closely allied to Partnership aims and delivery. £58k resources and £336k staffing.	Annual report to each Area Committee and to TEE Overview & Scrutiny Committee; any issues arising feeding in to County Council processes in the usual way.	None	Alan McVeigh	Adrian Hemsley	M	M	M	M	M	M	4 October 2012 - Signed memorandum of understanding to govern partnership. No concerns.	
North Yorkshire Timber Freight Quality Partnership	BES	4	Support the contribution of the forestry and timber industries to the North Yorkshire economy by ensuring that timber industries can access the timber resource whilst seeking to minimise the impact on the public road network, on local communities and on the environment.	None undertaken	Good Practice Guidance for Timber Transport in North Yorkshire adopted by the FQP. Public consultation on agreed timber routes map for North Yorkshire undertaken and following conclusion of consultation process the map was published online.	Continue to liaise between BES Highways & Transportation and timber transport industry regarding difficult timber extraction sites. Ongoing updates to timber routes map including timber production data. Identify opportunities for funding for timber transport and driver training.	N	Independent Chair Jeremy Walker. Attendance by Executive Member for Highways and Transportation Cllr Dadd, officers from NYCC BES H&T, timber hauliers, forest owners and agents. Written governance document.	£0	NYCC	Officer time. Annual expenditure limited to hire of Cold Kirby Village Hall for quarterly meetings (Annual cost of hire circa £170) + some potential contribution circa £500 per year towards national timber routes map.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Gareth Dadd - member	N	Victoria Hutchinson	Adrian Hemsley	L	L	L	L	L	L	
Settle Area Freight Quality Partnership	BES	4	To provide an opportunity to develop a partnership approach to dealing with issues related to HGV traffic through the Settle Area and to utilise this partnership approach reach voluntary workable solutions through consensus and concession.	None undertaken	Two meetings held during 2012/13 providing opportunity for parties to discuss issues relating to HGVs in Settle area.	Continue partnership working between local residents of Settle, BES Highways & Transportation, local businesses (including quarries) to discuss HGV traffic in the area.	N	Chair County Councillor Richard Welch. Attendance by officers from NYCC BES H&T, parish council representatives and quarry managers. Written governance document.	£0	NYCC	Officer time from revenue budget. Annual expenditure limited to hire of Victoria Hall Settle for meetings (usually 2 meetings each year and annual cost of hire circa £80 per meeting).	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Richard Welch - chair	N	Victoria Hutchinson	Adrian Hemsley	L	L	L	L	L	L	

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Forest of Bowland AONB JAC	BES	1	AONBs were established in accordance with National Parks and Access to the Countryside Act 1949 and Countryside and Rights of Way Act 2000. Statutory purpose is to conserve and enhance the natural beauty of their area.	02/10/2012 Joint Advisory Committee meeting. Partnership funding agreed for 2013-14. Management Plan for 2013/14	On-going delivery of the five-year AONB Management Plan, inc the Lancashire Green Tourism Project & planning advice.	On-going delivery of Management Plan with year on year 5% reduced Defra core funding.	N	Memorandum of understanding - JAC includes one NYCC elected member. There is also an Officers Steering Group.	£333k. 75% funding from Defra. Other contributions from Lancashire CC and 6 district councils, inc Craven DC.	Lancashire County Council	£7k	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Richard Welch - member	N	Graham Megson	Dot Barker	L	L	L	L	L	L	L	
Nidderdale AONB JAC	BES	1	AONBs were established in accordance with National Parks and Access to the Countryside Act 1949 and Countryside and Rights of Way Act 2000. Statutory purpose is to conserve and enhance the natural beauty of their area.	27/09/2012 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	N	Memorandum of understanding - JAC including three NYCC elected Members. Also Officers Steering Group.	£400k. 75% funding from Defra. Other contributions from Harrogate BC.	Harrogate Borough Council	£19k	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Heather Gamet, Cllr John Fort and Cllr Paul Richardson - members	N	Graham Megson	Dot Barker	L	L	L	L	L	L	L	
Howardian Hills AONB JAC	BES	1	AONBs were established in accordance with National Parks and Access to the Countryside Act 1949 and Countryside and Rights of Way Act 2000. Statutory purpose is to conserve and enhance the natural beauty of their area.	05/11/2012 Joint Advisory Committee mtg. Partnership funding agreed for 2013-14. Annual work plan agreed for 2013/14	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	N	Memorandum of understanding - JAC including two NYCC elected Members. Also Officers Steering Group.	£216k. 75% funding from Defra. Other contributions from Ryedale and Hambleton DC.	NYCC	£41k	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Clare Wood and Cllr Caroline Patmore - members	N	Graham Megson	Dot Barker	L	L	L	L	M	L		
Local Nature Partnership	BES	2, 3	To drive positive change in local natural environment, taking a strategic view of challenges and opportunities linking benefits of nature, people and the economy. LNP strategy provides context for on-the-ground activity. The intent to establish LNPs was announced in the 2011 Natural Environment White Paper.	n/a	Partnership formally recognised in July 2012. Secured £25k grant funding from Natural England. Shadow Board established Oct 2012, preparing to transition to full Board in 2013.	Coordinating partner resources in austere times. Realising benefits that nature can bring to people, economy, and health and well-being. Issue of practical delivery when there is no central funding for LNPs - partners have to work together to target ltd resources to best effect.	N	Senior officers of key local partners. Written governance document.	£45k in 2012-13 (arising from grant from DEFRA and Natural England). No identified source of income for the future.	NYCC	No direct £ contribution on an ongoing basis. NYCC provide secretariat to LNP; champions one of the priority areas and involved in project delivery which may include staff and £ in future. In 2012-13 NYCC contributed £20k to matchfund a Natural England grant of £25k for LNP development (the £20k was received in a grant from DEFRA).	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	Kerry Green	Dot Barker	L	L	L	L	L	L	L		
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 operational.	Delivery of Marine & Coastal Act 2009 esp. management & protection of fisheries & marine environment.	N	Reps from the 11 coastal Local Authorities, 14 members appointed by the Marine Management Organisation and one member appointed by each of the Marine Management Organisation, the Environment Agency and Natural England.	£875k. Other funding from Durham County Council, East Riding of Yorkshire Council, Hartlepool District Council, Hull City Council, Lincolnshire County Council, North East Lincolnshire Council, North Lincolnshire Council, Redcar and Cleveland District Council, South Tyneside Metropolitan District Council, Sunderland City Council.	East Riding of Yorkshire Council	£198k (+ £54.9k which is received as a grant from Defra).	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Peter Pople and 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 guaranteed to continue year on year.	Graham Megson	Dot Barker	L	L	M	L	L	L		
Welcome to Yorkshire (W2Y)	BES	2	NYCC contribute to W2Y as part of support for tourism in the region	September 2011.	Joint campaign with W2Y which increased local membership by 40%, improving long term sustainability of W2Y.	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.	N	Public / private partnership. Written governance document.	Annual turnover 2011/12 was £10.6m. Main source of income was grant related funding	W2Y	£83k	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	Sustainability beyond 2012/13.	James Farrar	Graham Iveson	M	L	M	L	M	M	M	12 April 2013 - Company governed by memorandum and articles of association. Accounts up to date. Robust governance. No concerns.
North Yorkshire - Cleveland Coastal Forum	BES	3	To promote Heritage Coast for economy, etc.	Annual Exec meeting on 20 March 2013. 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.	Due to savings burden on NYCC, NYCC is considering it's funding position	N	Member representation from NYCC, North York Moors NPA, Redcar & Cleveland BC, Scarborough BC. Written terms of reference agreed in 2005 and not updated.	£39k	North York Moors NPA	£7.6k.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Jane Kenyon, Cllr Helen Swiers and Cllr Joe Plant - members	Due to savings burden on NYCC, NYCC is considering it's funding position	Graham Megson	Dot Barker	L	L	L	L	L	L	L	

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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	N	Member body with reps from Yorkshire Regional Flood & Coastal Committee, NYCC, City of York Council, Yorkshire Water, Environment Agency, and Internal Drainage Board core members. Written terms of reference - no formal decision making functions.	£0	n/a	Officer time only	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr John Fort	N	Mark Young	Dianne Neilsen	L	M	L	L	M	L		
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 spending available funding within the required timescale, which has been achieved.	The focus for 2013 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.	N	Senior reps (members and officers) of key local partners. Written governance document.	ERDF funding for 2012 = £58.7m and for 2013 = £59.8m	DCLG	Officer time only	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	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	Graham Iveson	M	L	L	L	L	L	L	
North Yorkshire Local Transport Body	BES	3	To prioritise and oversee delivery of a programme of major transport schemes.	Assurance framework to be submitted to DFT by end February 2013	Not applicable	To prioritise a programme of major transport schemes	N	Member body which has 2 NYCC, 2 District Council & 1 LEP representatives. Draft written governance document (awaiting DFT comments).	£14.4m capital indicative allocation between 2015/16 & 2018/19	NYCC	Officer time only (capital allocation is direct grant from Department of Transport)	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Gareth Dadd & Cllr Chris Metcalfe - members	N	David Bowe	Trevor Cilverd	L	L	H	L	M	M	To be undertaken.	
<b>CYPS</b>																								
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.	The Children's Trust Board has completed a partnership and governance review initiated in 2012. The revised arrangements, taking into account legislative reforms and the Health and Well-Being Board were taken to the Board in February 2013. It is anticipated that a further review will take place by the new DCS	Delivery of the multi-agency CYPP; Delivery Performance Reward Grant projects; Effective partnership arrangements noted in external inspections.  For more detailed performance reports, see Annual Review 2011-12 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.	No	Senior reps (mostly officers) of key local partners. Written governance document. Sub-groups changed to 'task and finish groups' operating under Children's Trust Governance. Area Liaison Groups incorporated into Children's Trust Board arrangements.	Circa £3k (excluding officer time). Funded by CYPS. Influences all CYPS and partner spend on children's services	NYCC	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.	The Trust reports to the Executive and Full County Council via the Chair of the Trust. 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	Lead Member (Children's Services) Cllr Tony Hall - member; Cllr Tim Swales (Young People's Champion) - observer	N	Pete Dwyer	Anton Hodge	L	H	H	H	M	M	29 June 2012 - Robust governance documents. Will need modification due to changes in public health but arrangements in hand. No concerns.	
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. Partnership arrangements audit carried out Feb-March 2013, with implementation of revised governance arrangements due in the summer 2013 to strengthen governance.	Development of an effective NYSCB Executive Group. Restructuring of the Board. Effective data collection leading to a focus now on improving its analysis. Child Death Review Processes continue. Major review of multi-agency agreed policies, procedures and practice guidance. Publication and promotion of NYSCB Standards and Criteria. Establishing the Missing from Home and Care Panel. Development of the NYSCB website. Delivery of a varied training programme at different levels. Training briefings in response to local events. Effective communication strategy. Multi-agency audit.	LSCB Statutory Business Plan 2012/13 identifies the following objectives and priority areas for the work of the Board as: The LSCB has effective governance that provides challenge to all partners To coordinate work to safeguard children locally To promote the welfare of children locally Participation of children, their families and frontline staff Effectiveness of Training	N - although Ofsted recommended areas for improvements for the LSCB in the Oct 2012 inspection	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.	£278k. Contributions from key partners - NYCC, Health, Police, Probation, CAF/CAS, CDOP funding	NYCC	£135.6k	Reports to Executive Members, Overview and Scrutiny Committee	Lead Member (Children's Services) Cllr Tony Hall - observer	Arising from Ofsted recommendations after inspection of LA arrangements for the protection of children: - Ensure the LSCB has robust understanding of the quality of multi-agency child protection practice and that this information is effectively used to challenge and drive ongoing improvements. - The LSCB and council should develop and implement effective mechanisms for collecting and evaluating feedback from children, young people and their families and ensure that this is used to influence service development.	Dallas Frank	Howard Emmett	M	H	H	H	H	H	12 April 2013 - Robust governance documents. No strong concerns. Published terms of reference (2009) should ideally be updated to reflect personnel changes.	

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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 2013	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 workloads	N	Membership comprises representation from headteachers and governors from secondary, primary and nursery schools (including academies and PRS), staff associations (UNISON and Teacher unions), early years and childcare providers, Church of England, Roman Catholic North Yorkshire dioceses.	£100k	NYCC	£100k (DSG)	Reports to Executive Members, Overview and Scrutiny Committee	Lead Member (Children's Services) Cllr Tony Hall - member; Cllr Arthur Barker (Schools) - member	N	Jayne Laver (clerk)	Anton Hodge	L	H	M	M	L	M	12 April 2013 - No concerns. Effective constitution and clear guidance over its remit.
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 2012	The number of first time entrants into the youth justice system has continued to steadily reduce, as has the use of custody and the number of secure remand bed nights (down by 2/3rds from 2011/12). The rate of re-offending however has increased (latest YJB data to March 2011) - a picture reflected nationally.	To maintain the low numbers of first time entrants into the youth justice system; Reduce reoffending by children and young people; and Reduce the use of secure remand and custody. Uncertainty around future funding from statutory partner agencies & the Police & Crime Commissioner will require a review of service provision.	N	Chief Executive, Lead Member Children's Services, Senior Managers from CYPS and Partners. Written governance document.	£2.78 million (including seconded staff). Expenditure is funded by statutory funding partners (NYCC, Police, Probation & Health) together with grant funding by the Youth Justice Board.	NYCC	£1.33 million.	Reports periodically to Executive Members AND Overview & Scrutiny Committees.	Lead Member (Children's Services) Cllr Tony Hall - member	N	Pete Dwyer (Chair)	Howard Emmett	L	H	H	H	H	M	10 August 2012 - No concerns noted. Police and Crime Commissioner may influence future function of the service and merits an early review.
<b>HAS</b>																							
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.	The Board reviews the work it undertakes on a yearly basis. NYCC reviewed the work and role of the Board in 2011 and formed one NY Board.	Set up Housing and Employment Task Groups. Participating in the Health and Well Being Board arrangements. Conferences on Autism and Complex Needs and transitions. Establishing a travel and safe places group.	Setting up Housing and Employment Task Groups. Participating in the Health and Well Being Board arrangements. Conferences on Autism and Complex Needs.	N	Service users and carers, NYCC officers. Written governance document.	HAS budget (Learning Disability Development Fund) approx. £160k	NYCC	£180,000 for 2012/3. £9,000 to each Local Area Group. £9k to Self Advocated Forum and the Carers Forum.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr David Jeffells has been appointed the Co chair of SWR Local Area Group	N	Joss Harbron	David Firth	L	M	M	M	M	L	
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.	Agreeing Transitional Fund projects. Risk Management award for Young Peoples Pathway.	Achieving required efficiency savings. Planned programme of recommissioning. Implementing and monitoring Transitional Fund projects.	N	NYCC, District and Borough Councils, Probation Providers Representatives. Written governance document.	£14.3 m. HAS budget.	NYCC	£14.3 m	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	Avril Hunter	Ginny Harrison	L	M	H	M	M	M	10 August 2012 - Need to revise governance documents due to need to restructure. Legal Services are working with the Lead Officer to achieve this.	
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.	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. Work on reconfiguration of North Yorkshire Substance Misuse services.	Recommissioning of recovery focussed treatment system for North Yorkshire. Restructuring of Partnership Board to fit new commissioning and governance environment.	N	NYCC, Prison Service Police, Probation Trust. Agreed Terms of Reference.	£4.5m Public Health budget within NYCC	NYCC	£4.5m	Reporting is via HASMB to HAS Exec as required and OSC Care and Independence Scrutiny committee.	None	Lincoln Sergeant	Nick Morgan	M	H	H	M	M	H	Terms of reference must change due to new public health responsibilities. Governance arrangements will be monitored and reviewed in due course.	
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	Implementing the four priority areas of the Action Plan - Housing, Discrimination and Harassment, Making a Positive Contribution and Economic Wellbeing. Developing how this board fits into the emerging Health and Wellbeing structures.	Continue to develop work with the four area Reference Groups based on the Equal Lives Action Plan objectives	N	Disabled people attend as elected representatives from the four area Reference Groups with attendance of statutory organisations as required. Written governance document.	£35k is allocated from Performance Reward Grant through HAS to Reference Groups and PSI Board expenses. Officer support from HAS.	NYCC	£35k	Reporting is via HASMB to HAS Exec as required. Membership of Shadow Health and Well Being Board. Confirmation awaited for new arrangements for 2013-14.	None	Carol S Johnson	David Firth	L	M	L	Nil	L	L		
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	Worked with Social Policy Research Unit at York University to produce Phase 1 Loneliness Report. Formulated response to Dignity and Care. Input to Health and Well Being Board.	Working with Social Policy Research Unit at York University to disseminate Phase 1 Loneliness Report and produce and disseminate Phase 2. Critical Friends Toolkit being developed and developing pilot Critical Friend Group. Continuing to engage with Health and Wellbeing Board and Healthwatch.	N	NYCC, CCGs, plus elected representation from locality older people networks under an elected chair. District Older Peoples Champions. Written governance document.	£28k	NYCC	NYCC contributes £28k p.a. towards the project officer and network support. (From Performance Reward Grant)	Under discussion but likely to be Health and Well Being Board	Cllr Sheila Marshall as Council's Older Peoples Champion - also plays a role at national and regional level	N	Alister Dewar	David Firth	L	L	L	Nil	L	L	



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Safeguarding Adults Board	HAS	2 but will become statutory when the Care and Support Bill becomes enacted.	To provide strategic leadership for Adult Safeguarding arrangements and to quality assure partner agencies safeguarding practice.	June 2011. Agreed to appoint Independent Chair who was appointed April 2012. Governance arrangements changed from January 2013 to effect greater accountability.	Awareness and communications plan launch. Conference attended by over 150 from a range of partners. Delivering Statutory organisations Training plans. Held first Serious Care Review. Appointed Independent Chair.	Increasing user influence on the board. Continuing public awareness campaign. Engagement with new Health arrangements (CCGs) and Public Health. Responding to major enquiries and the Care and Support Bill. Implement outcome based performance framework.	N	NYCC, District Councils, Probation, ICG, NYFF, Police, Fire and Rescue, Health Trusts and CCGs, LCSB, Director of Public Health. Written governance document.	c£400k	NYCC	c £400,000. This includes Safeguarding team, support to the Board and multi-agency training .	6 monthly to Care and Independence OSC	Clr Clare Wood - member	Securing effective engagement with GPs and CCGs. Relationship with HWB.	Helen Taylor	Nick Morgan	L	H	H	M	H	M	To be undertaken.
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.. Agreeing to undertake Actual Cost of Care exercise.	Continued market development with respect to personalisation, health linkages, operating within financial framework. Undertaking the Actual Cost of Care exercise for older peoples residential services.	N	NYCC, Independent Care Group (ICG), reps from the 3rd Sector, lead CCG. Written governance document.	No direct funding to Board.	NYCC	No funding direct to the Board .	No routine report to NYCC elected member body. any issues arising feeding in to County Council processes in the usual way.	None	N	Mike Webster	n/a	L	M	L	M	M	L	
Adult Integrated Care Workforce Board	HAS	2 but the ADASS has committed to every local authority establishing one	To support and develop the social care workforce to transform services and achieve efficiencies.	Review planned for 13/14 at end of 3 year strategy period.	Funding of £100k secured which delivered e-learning to 116 organisations. Leadership Programme delivered by Teesside. University. Funding secured to appoint 15 apprentices across social care. Provided access to 8,782 training and e-learning places.	Review of 3 year Strategy. Refocusing on commissioning and future market place. Addressing structural changes in Health. Effects of austerity measures.	N	Independent Care Group (ICG), Third Sector via NYFF, Skills for Care, CCGs, NYCC. Written terms of reference.	No direct funding to Board but external finding applications made. Last year, this was in the region of £200,000.	NYCC	No funding direct to the Board .	Reporting is via HASMB to HAS Exec as required.	None	N	Mike Webster	n/a	L	M	L	L	M	L	