

12 Delivery and monitoring

12.1 Leadership and capacity

Key to the successful delivery of this Implementation Plan are strong leadership and partner commitment and action. Although the East of England Development Agency (EEDA) and the East of England Regional Assembly (EERA) are responsible for the drafting of this Implementation Plan, it is a multi-agency delivery document. This Implementation Plan, and even more so for the Single Regional Strategy, which will follow, will help guide the investment and priorities of the whole region. It will be important that all partners ensure they employ the resources required to deliver their part. Much has been achieved in the process of developing this Implementation Plan in bringing together key regional and sub-regional partners under the umbrella of integrated delivery, and the plan incorporates the ambitions of a range of public and, critically, private sector partners.

Effective leadership and governance will require a concerted focus on our headline ambitions. Strong political leadership as well as effective engagement with key investors in the region will be central to our success. Delivery of this Implementation Plan requires:

- a comprehensive evidence base to make informed choices on programme objectives and to drive effective delivery and value for money
- clear accountability for delivery of actions and results
- shared understanding and agreement on the spatial scale at which delivery will be most effective, and a clear investment planning framework to enable this to happen
- capacity and capability to manage programme delivery and the associated major risks
- engagement with the full range of stakeholders and beneficiaries across the public, private and third sectors
- innovative funding mechanisms to lever private sector investment
- an ability to respond quickly and effectively to changing external circumstances or the lessons from evaluation
- a compelling and unified partnership approach to lobby for greater freedoms, flexibilities and investment in the East of England.

The Implementation Plan recognises the financial environment in which it works, in particular constraints on public sector investment in the short to medium term. It points to ways of working that will mitigate these circumstances that rely on joint working among regional partners and with local/sub-regional stakeholders. These seek to maximise resources and assets, develop innovative ways of leveraging in additional funding such as Local Asset Backed Vehicles, Tax Increment Funding and a Regional Infrastructure Fund. There will still be a need for more freedom and flexibility in how we prioritise our resources, along with a fair share of national resources commensurate with the economic importance of the region to the national economy, and the investment needs to maintain and develop this.

The Implementation Plan will be a 'live' programming document. Revisions to the Implementation Plan will need to keep abreast of policy changes initiated by the new regional leadership, as well as responding to their choices about programme and project prioritisation in light of resourcing, progress monitoring and review.

12.2 Regional governance structures

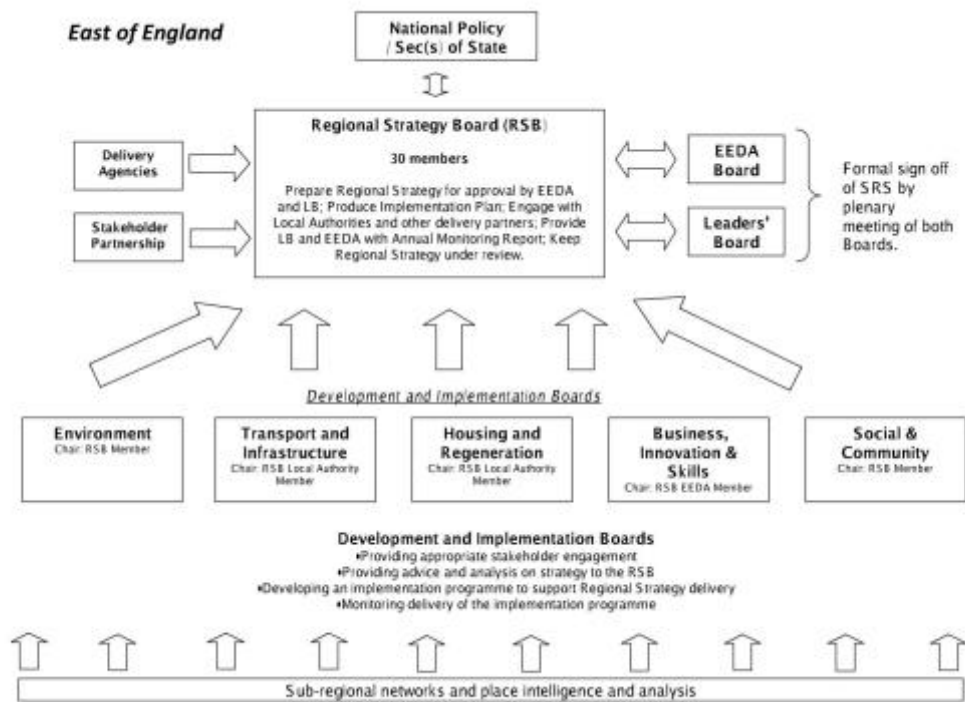
Regional Strategy Board

The Local Democracy, Economic Development and Construction Act supports the creation of new governance arrangements for the region from April 2010. The Regional Strategy Board will be the mechanism by which the responsible regional authority (EEDA and the newly created Local Authority Leaders’ Board acting together), will take forward the review of the regional spatial strategy (RSS) and in time prepare a Single Regional Strategy.

The Regional Strategy Board will bring together the region-wide democratic mandate from local government leaders with the cross-sector, business-led focus of EEDA and the involvement of key public sector agencies and stakeholders vital to the development and delivery of the strategy.

The current proposal for the structure is set out in Figure 15:

Figure 15: Current proposed structure for the Regional Strategy Board



The new responsible regional authority is required to produce, publish, and keep up to date an implementation plan for the Single Regional Strategy on behalf of the Leaders Board and EEDA. As such, the Regional Strategy Board is invited to adopt this Implementation Plan and to oversee its review and further development.

It will be for EEDA and the newly formed East of England Local Government Association (EELGA) to ensure that the Regional Strategy Board is effectively supported in its new responsibilities, including this Implementation Plan. Resources will need to be deployed from both organisations and sufficient priority given to its work as required by the Regional Strategy Board.

Development and implementation boards

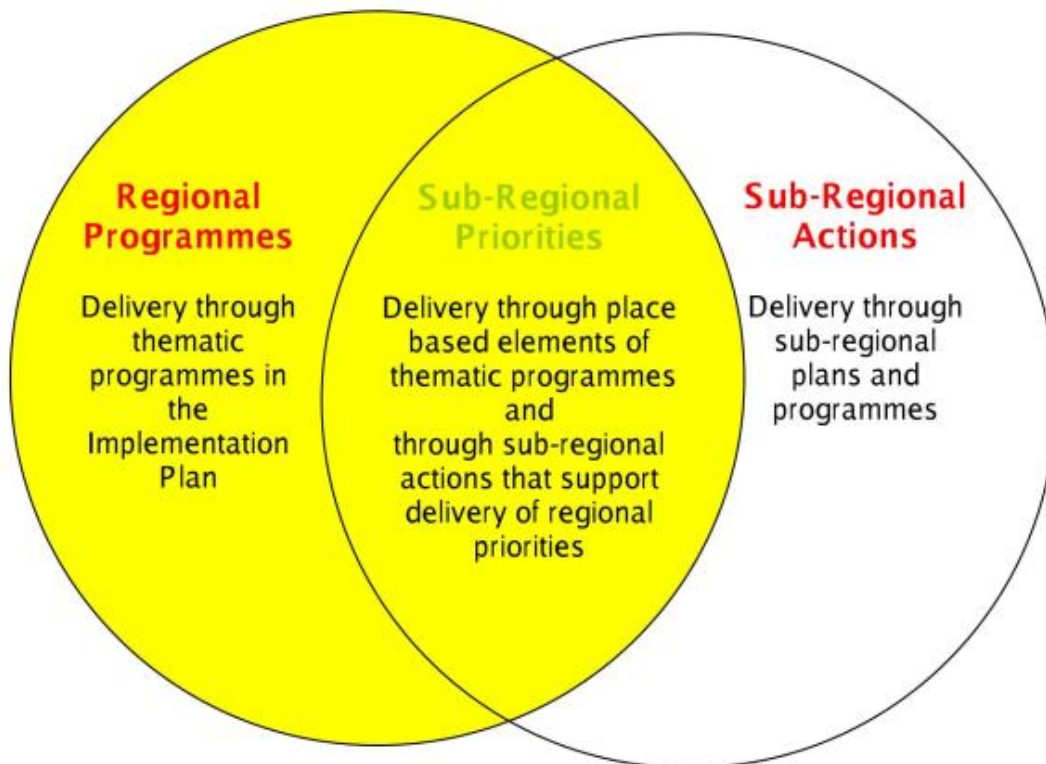
The terms of reference for the Regional Strategy Board state that it will establish Development and Implementation Boards (DIBs), comprising such organisations as the Regional Strategy Board thinks fit, to provide it with technical and professional expertise and stakeholder views. The DIBs will provide an important component for the governance architecture of the new Single Regional Strategy arrangements. The DIBs will take responsibility for programme management for one or more themes and for groups of the programmes set out within this Implementation Plan, aligned to secure a logical, simple and efficient clustering of themes and programmes within each DIB. In this way, the DIBs will provide the high-level oversight and governance for the Implementation Plan themes. The draft configuration of thematic responsibilities is set out in the diagram above.

12.3 Sub-regional delivery

Delivery of sub-regional priorities requires effective partnerships, targeted investment and a positive framework for action. Sub-regional priorities will be delivered in part by the implementation of the regional thematic programmes in a particular geography and, in part, through joined-up sub-regional action in the form of Integrated Development Programmes, Local Development Frameworks and other local Delivery Plans, such as the developing Single Conversation with the Homes and Communities Agency (HCA) and localities. By taking an integrated view of delivery at the right spatial level, the appropriate intervention can be defined. This reflects the need to link issues such as housing and employment provision with access to services, transport, education, community and social facilities.

Figure 16 below illustrates this relationship.

Figure 16:



However, integrated sub-regional delivery is complicated and there are real challenges being faced by local authorities, partnerships and delivery vehicles. These can effectively be grouped under six main areas as follows:

- **the extent of sub-regional identity and functionality:** this is variable across the region. Whilst some areas are significantly advanced in collaborative working to address issues of growth, etc, other locations are not yet operating in this way on shared issues
- **the maturity of the sub-regional partnerships:** where this is strong and there is good leadership and resources, significant progress is being made. There is unlikely to be a one size fits all approach
- **the presence of a sub-regional vision and delivery plan:** this is an essential prerequisite for success, as a key tool for reinforcing partnerships, interfacing with statutory processes and prioritising action, but is still at varied levels of development within the region. The integrated development programmes (IDPs) are a positive way forward in this respect particularly once the roll-out is complete
- **the impacts of local government review:** many sub-regions are working in the context of a changing political climate and structures, which is causing some uncertainty and complication
- **the economic climate:** this is an important context not only for thematic activity, but perhaps more critically for the delivery of sub-regional development as assumptions around housing delivery and s106 agreements become more challenging. Whilst there are actions that can, and should be, taken at national and regional scales, some of the most effective and innovative responses to the recession are being developed at a sub-regional level
- **dependence on public sector funding:** There is a continued dependence on public sector funding, particularly in locations of significant regeneration challenges.

One of the key functions of this Implementation Plan is to ensure that the investment programmes of regional and related bodies are aligned, reinforce each other and support the long-term regional vision and outcomes. Regional partners will work closely with sub-regional partnerships and delivery organisations, through means including direct investment where appropriate, advocacy, intelligence sharing and partnership working, to seek to realise the priorities identified.

Regional partners will support the ongoing roll-out of IDPs, Single Conversation or other appropriate mechanisms such as Multi-Area Agreements (MAAs) and will work on creative approaches to delivery through the Regional Infrastructure Fund, Tariffs and through ongoing direct investment where appropriate. Local Area Agreements (LAAs) will also make a major contribution to delivery of our regional targets. In particular, they will address many determinants of economic participation and performance – including employment and entrepreneurship rates, skills and health.

The ability for partners to affect efficiencies in delivery at sub-regional level is fundamental to any future approach. Improvement East, as the East of England Improvement & Efficiency Partnership, is working with partners including all 58 local and fire authorities across our region, together with EERA, the Improvement and Development Agency (IDeA), the Audit Commission, the Government Office for the East of England (GO-East) and EEDA to address efficiencies through the Total Place approach and other mainstream efficiency work. Significant progress has been made across the region, and Improvement East will continue to fund sub-regional activity but will also look to bring public sector chief officers together to go beyond the individual place-based approach and build a coalition of regional partners to collaborate more effectively in the harsh reality of our shared financial futures.

12.4 Regional intelligence

The Implementation Plan's programmes are based on the latest understanding of the available evidence on challenges facing the region. The programmes will need to be refreshed periodically to reflect new or updated evidence. This will include updating projections against the region's headline targets to assess where resources should be focussed.

As this Implementation Plan is taken forward, it will be important to continue to monitor the impacts of the downturn and the shape of the recovery in the East of England. This is a key role of Insight East, the economic intelligence centre for the East of England. Driven by EEDA, it has been developed to help decision makers better understand the economy. Insight East's core regional intelligence programme supports the regular needs of the region's policy makers, the development of strategic processes and on-going evidence requirements of partners.

EEDA is taking a leadership role in establishing short-term output indicators (STOIs) to provide the region with a quarterly account of economic trends. The benefits of STOIs include: increased understanding of economic and structural change; a sounder basis for prioritising resources; reduced reliance on anecdotal evidence and business surveys; timely evaluation of policy impacts; focussed monitoring of sector-based interventions (such as those designed to support the New Industry, New Jobs agenda); and improved monitoring of future Single Regional Strategies.

From April 2010, Local Economic Assessments (LEAs) will form part of the evidence base for future local and regional strategies. These assessments should identify the strengths, weaknesses and specialisms of local economies, spatial linkages, obstacles to sustainable growth and regeneration challenges. Local authorities, EEDA and Insight East are working together to provide a common economic evidence framework for local, sub-regional and regional economic strategies to ensure that policy making at all levels is based on a shared understanding of local economic challenges.

A wide range of partners collect, analyse and utilise intelligence critical to the delivery of the Implementation Plan and, where possible, this information will be incorporated in taking it forward. This may be sector related, such as housing, specific to a cross-cutting theme such as climate change or health, or of direct relevance to the impact on theme based ambitions, such as transport. It will be for the Regional Strategy Board to determine how best to ensure this intelligence is captured and used.

A number of evidence requirements to support the Implementation Plan's programmes have been identified through the implementation planning process and are set out in the relevant theme. Immediate priorities include:

- an improved understanding of the current and future skills needs of the region's economy, particularly in terms of spatial and sector needs and future job markets
- a single data source for the delivery of affordable housing, including monitoring variation in affordable housing policies used by local authorities and monitoring delivery of affordable homes at local authority level to assess success of delivery against Local Development Framework policies
- strengthening of the cultural evidence base in the region, beginning by establishing a dedicated short-term resource within Insight East, funded by Arts Council East and the Museum and Libraries Archive
- generating meaningful indicators relating to biodiversity, flood risk, the historic environment and the landscape.

In undertaking research, where relevant, attention will be given to how the research can meet the information requirements of the cross-cutting issues, particularly likely impacts on climate change and on particular communities of interest.

12.5 Monitoring

Introduction

To ensure that its programmes and activities are delivering on the ambitions of the regional economic strategy (RES) and the RSS, it is important that this Implementation Plan is monitored on a regular basis. Evidence gathered through the monitoring of this Implementation Plan will not only give valuable information on how we are performing against delivery of the RES and the RSS objectives, but will also help inform future regional or local strategy processes.

This Implementation Plan aims to add value to existing monitoring arrangements and draw on existing sources of information gathered by the delivery agents identified in this Implementation Plan. The source of monitoring information for each theme is set out for each of the programmes.

It is envisaged that the Strategy Board and the DIBs will be responsible for overseeing the monitoring of this Implementation Plan and the programmes within it. The Strategy Board and DIBs will need to establish the appropriate format for reporting of this Implementation Plan and identify the resource needed to pull together the monitoring material from the identified sources.

Headline targets and outcomes

High-level progress and trends against the RES and the RSS goals and ambitions are monitored regularly against a set of quantitative core indicators. The main sources of information are:

Regional Economic Atlas – Insight East’s Regional Economic Atlas is a data visualisation tool that monitors the performance of the East of England in line with regional ambitions set out in the RES, together with over 150 economic datasets at regional and local authority level. Data are available to view simultaneously in map, chart and tabular formats, showing regional and local trends in economic performance.

RSS annual monitoring report (AMR) – there is a statutory duty to make an annual report to the Secretary of State containing information on the implementation of the RSS and the extent to which its policies are being achieved. Previous regional AMRs have monitored the achievement of core objectives, policies and targets within the RSS. The AMR shows progress towards these and its commentary highlights where policies may require review and where there is a significant gap in the evidence base. The monitoring process draws on information supplied by local authorities and other regional partners, and sets a consistent framework for monitoring information throughout the East of England. The annual report is supplemented by a number of background technical papers and working groups providing further evidence to support local and regional policy review.

RSS Data Atlas – EERA’s East of England Plan Data Atlas works in the same way as the Economic Atlas. It presents key data that forms part of the evidence base for the RSS and is used to provide commentary in the AMR. This includes demographic data, employment change (jobs and land), housing change (such as anticipated completions and development on previously developed land), affordable housing and environmental data.

Regional Integrated Sustainability Framework (ISF) Atlas – Insight East’s ISF Atlas works in the same way as the Economic Atlas. This Atlas contains over 30 datasets at regional and local authority level, showing trends in sustainable development performance.

In addition to the headline targets, it is important to measure the impact of the implementation activities. As the East of England Implementation Plan is ground-breaking work, there are currently no region-wide mechanisms in place to measure the – generally qualitative – impact of implementation activities across the breadth of themes identified in this Implementation Plan. Such a framework requires three elements of monitoring:

- monitoring progress against programmes through the achievement of milestones
- measuring the impact of programmes and actions on achieving RES and RSS core indicators and targets
- identifying changes in conditions which may require modified or new responses.

Delivery milestones

Each programme has identified a number of anticipated outputs/deliverables and outcomes for the main components of the programme. Measuring the achievement of these milestones will be important for understanding whether the identified actions are achieving the objectives set out in the programmes. The

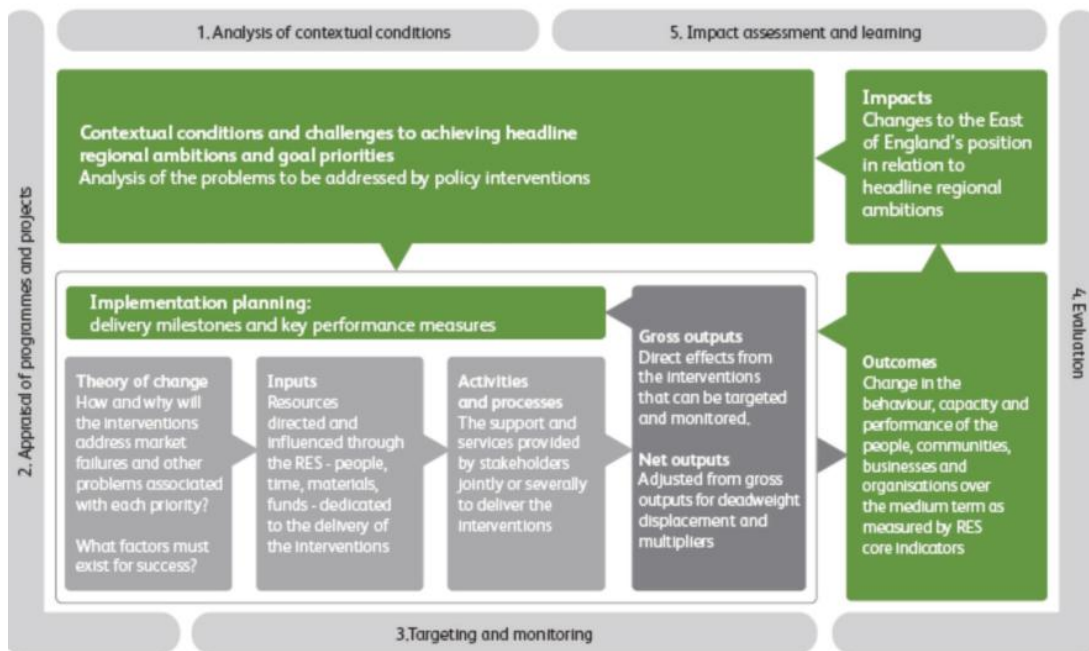
sources of information for these milestones will differ for each programme and it is anticipated that most will be drawn from the relevant annual reports of the appropriate delivery partners, together with more detailed evaluation work assessing some of the programme outcomes.

Bringing consistency to how we measure common outputs and outcomes across the programmes will be an important area of work in taking forward this Implementation Plan.

Evaluation of programmes

Central to understanding the extent to which programmes are achieving regional goals and ambitions is evaluating the impact of programme activities on RES and RSS indicators and targets. This will be important to improve decision-making, effectiveness and value for money. We recommend that implementation plan programmes are assessed using a logic model, such as that set out in Figure 17. This model would aim to assess both the quantitative and qualitative impact of programmes.

Figure 17: Logic modelling



As well as evaluating the impact of a particular programme, it will also be important to better assess the linkages of policy areas, such as housing, jobs and infrastructure.

Sub-regional monitoring

The successful delivery of the region's ambitions will come about through a combination of the realisation of thematic programmes in a particular location alongside the achievement of a number of sub-regional priorities. It is therefore imperative that sub-regional and local monitoring form part of the approach. Through a range of mechanisms, sub-regions are already monitoring activity and progress against targets and plans and it is key to ensure that this existing information is fed into the monitoring of the Implementation Plan.

The changing legislative context at the local level has placed a much greater emphasis on delivery and monitoring. Monitoring is a key component of the government's revised approach to the planning system and planning authorities are required to monitor on a pro-active and continuous basis. Critically, the required annual monitoring reports for Local Development Documents cover a wide range of issues of relevance to the Implementation Plan including:

- progress on the policies and related targets in local development documents
- progress against any relevant national and regional targets
- progress against the core output indicators including information on net additional dwellings and an update of the housing projections to demonstrate how policies will deliver housing provision in their area.
- indication of how infrastructure providers have performed against the programmes for infrastructure set out in support of the Core Strategy.

In addition to the planning framework, LAA targets are also assessed and monitored by Local Partnerships covering a wide range of issues that go beyond those included in the annual monitoring reports for planning as set out above. Importantly, the sub-regional priorities of the Implementation Plan have been aligned with LAA targets for each sub-region to ensure that there is no need to duplicate activity and so that existing monitoring data can be effectively used.

Other considerations for monitoring include developing more effective monitoring requirements below programme level, such as closer monitoring of strategic employment and housing sites, and assessing the impact of programmes where sub-regions – such as the Milton Keynes South Midlands growth area – cross regional boundaries.