



East of England Implementation Plan

How the region will deliver the East of England Plan and the Regional Economic Strategy

This document provides an overview of the East of England Implementation Plan (EEIP), highlighting key points of relevance to the Voluntary and Community Sector (VCS). We hope you find this document useful for understanding potential implications of the EEIP. However, it is worth noting that the new political regime may change or dispense with regional working and so the future of the EEIP is uncertain. If you have any questions or would like to discuss this further please contact Katy Harbottle, Information and Communications Officer on 01799 532 887 or katy.harbottle@cover-east.org.

Structure of the document

The EEIP comprises 29 programmes under seven themes. It is divided into twelve sections. Sections 1-3 give an overview of the plan, its ambitions and key themes. Sections 4-10 outline programmes of activity under seven broad themes: housing; transport; utilities; enterprise, innovation and business support; skills and employability; culture, creativity and the visitor economy; and green infrastructure, landscape, heritage, flood and erosion risk management and the coast. Lastly, Section 11 looks at the different sub-regional priorities. There are synergies between all themes and the EEIP emphasises that programmes cannot be viewed in isolation from one another.

Each page of the document addresses one of the themes that comprise a chapter in the full plan. Whilst more information can be found in the plan on resources, monitoring and timelines for interventions, this overview focuses on the programmes of activity, links with other themes and delivery and capacity. There is a paragraph in each section under work programmes that identifies particular activities of interest to the VCS with their corresponding page number in the EEIP

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1. Overview

The East of England Implementation Plan (EEIP) combines the Regional Spatial Strategy (RSS) 'The East of England Plan' and the Regional Economic Strategy (RES) 'Inventing our Future' in a single plan. The region is the first in the UK to integrate its economic and spatial strategies into one plan and on the basis of shared evidence. It has been developed by the East of England Development Agency (EEDA), the East of England Regional Assembly (EERA) and the Government Office for the East of England (GO East) through consultation with stakeholders in the public, private and third sectors. Under the guidance of the new Regional Strategy Board, it is anticipated that it will assist in future prioritisation and form the basis of a new Single Regional Strategy, as required by the Local Democracy, Economic Development and Construction Act 2009. Its main objectives are to:

- improve co-ordination of delivery and alignment of investment decisions across organisations;
- provide a solid evidence base to inform cases for support in the region;
- create a common framework to use in aligning business and investment plans; and
- provide a platform for developing the Single Regional Strategy.

Themes and cross cutting issues

Responding to the recession

The EEIP emphasises that immediate economic circumstances present challenges to its delivery, with varying impacts across the region. For instance, the recession has meant many businesses have reduced their workforces resulting in job losses and fewer employment opportunities. The plan includes programmes of activity to address these challenges. For example the integrated employability offer programme will provide young people with training to develop their employability skills, as well as information, advice and guidance based on spatial and sector needs and future job markets. It will also provide support to individuals made redundant or at risk of redundancy, guided by sector and spatial needs and focusing on re-training in areas of employment growth.

The recession has also affected the region's housing market, stalling delivery of new homes and affecting the supply of affordable housing. The market and affordable homes programme includes support for new models of delivery and the affordable homes in rural areas programme supports Community Land Trusts as routes to delivery in rural areas.

Delivering sustainable communities

The plan adopts several principles to help deliver sustainable communities, centring around governance; environmental; economic; housing; transport and connectivity; services; social and culture; and equity issues. They will be implemented at the local level through mechanisms such as Sustainable Community Strategies and Local Development Frameworks. At the sub-regional level, EEDA has pioneered Integrated Development Programmes (IDPs), with EERA, GO East and Regional Cities East. These investment planning tools identify how local partners aim to deliver sustainable growth and where priority investment should take place. They have been developed for most of the region's 'engines of growth' areas and provide evidence at the local level for public and private sector investment.

Under the umbrella of sustainable communities, three cross-cutting issues have been identified as particularly pertinent to the delivery of the RES and RSS that cut across the themes and sub-regional regional priorities: climate change; equality and diversity; and health.

2. Housing

Overview

The EEIP is concerned with more than just the number of new homes delivered and seeks to ensure high quality homes and neighbourhoods; meet housing needs; create sustainable communities; and contribute to the economic and social well-being of the region. Growth points have been identified for Peterborough, Stevenage, Chelmsford, Bury St Edmunds, Greater Norwich, King's Lynn, Thetford and Haven Gateway, in addition to the nationally significant Thames Gateway, M11 corridor, and Milton Keynes. The total growth of 508,000 new homes to be built within the 20-year period to 2021 is a challenging target. The region has broader housing objectives including: ensuring the needs of vulnerable groups are met; improving environmental performance of homes; and ensuring the spatial distribution of new homes is aligned to jobs growth. The housing sector has strong potential to deliver CO² reductions to aid transition to a low carbon society.

Work programmes

1. Ensuring the supply of market and affordable homes (to be implemented by EEDA and EELGA) together with the HCA)
2. Increasing the efficiency and effectiveness of existing homes (to be overseen by EEDA and EELGA but delivered at the local level, coordinated by local authorities and other landlords)
3. Increasing the supply of affordable homes in rural areas (led by EEGLA with EEDA support on economic matters)
4. Skills and support for delivering and managing sustainable communities (governance arrangements to be agreed)

One programme of particular interest to third sector organisations is 1c (page 29-30) which aims to ensure housing needs of vulnerable groups are recognised and met. Programme 3a (page 34) aims to ensure funding for rural affordable housing remains a key. Programme 4a seeks to develop the housing sector to create socially, economically and environmentally 'successful places'.

Housing has strong links with most other themes. Delivery of adequate, sustainable new housing is crucial to maintaining the health of the region's economy, people and environment. For example, it can assist the transition to a low carbon economy and help meet the needs of an ageing population. There are links with transport and how new communities are designed to minimise distances and need to travel. There are a number of sites within the region that can only be delivered alongside infrastructure improvements.

Delivery and Capacity

Private developers and businesses are key to the development of homes and places for work and recreation. The challenge is to support private activity alongside public investment, regulation and service delivery. Local authorities play a key role in delivering new and improved homes and this will be reflected in their Sustainable Community Strategies, Local Development Frameworks and Housing Strategies. It is at this level that tenants and residents input into how provision will happen. Financing for new infrastructure will be limited and new approaches, such as using the Total Place through integrated programmes, are needed. The Homes and Communities Agency (HCA) also has a critical role, focusing in the short-term on supplying new homes, particularly affordable ones. Regeneration and moving to more sustainable communities are also key concerns. There is an obvious need to align different priorities, but there is also the potential to share knowledge. Some programmes require better exchange of information and, in moving to a Single Regional Strategy, co-ordination of monitoring between different organisations.

3. Transport

Overview

Providing appropriate transport infrastructure and investment, and implementing appropriate policies, is crucial to the delivery of the RES and RSS. It has impacts on economic health, employment, housing, the environment, safety and security, equality of opportunity and quality of life. The region's strategies are aligned with government policy for transport set out in Delivering a Sustainable Transport System (DaSTS). Importantly, DaSTS sets out 14 corridors of strategic national importance of which seven are located in, or form part of, the East of England. Two of the key DaSTS goals relate to supporting economic competitiveness and growth, and reducing transport-related greenhouse gas emissions. Significant regional research around congestion, its costs to the region's economy and where investment should be targeted, as well as on carbon emissions from vehicles and ideas for reducing them, has already been undertaken and it is important that this is used to inform delivery.

Work programmes

1. Managing transport in growing and congested urban areas (led by EEGLA and EEDA and delivered in part by the actions coming from DaSTS and local authorities' delivery of Local Transport Plans)
2. Improving performance of inter-urban transport corridors (overseen by EEDA and EEGLA, although the Highways Agency Network Rail and local transport authorities will play key roles)
3. Improving journeys to international gateways and freight destinations (overseen by EEDA and EEGLA, though numerous partners will be involved in governance)
4. Ensuring transport contributes to the performance of small market towns, rural and coastal areas (Local Transport Authorities are primarily responsible for delivering accessibility improvements, but these should be developed in partnership with key stakeholders)

Each numbered programme is broken down into several categories ranging from a-f. Two programmes may be of particular interest to the Voluntary and Community Sector (page 58). Programme 4a outlines plans for an audit of transport and other services in rural and regeneration areas. Programme 4b aims to identify and deliver innovative solutions to reduce the need to travel, helping to overcome problems of access to services in rural areas

Delivery and Capacity

The plan emphasises that resources may be insufficient to fund all of the transport programmes and highlights a recent review which demonstrated that demand for transport funding in the region is significantly higher than that available. The plan outlines funding and delivery of transport interventions at the local, regional and national level. For instance, the region has been allocated just over £1billion through the Regional Funding Allocation for 2008/9 to 2018/19. This includes bus and road schemes. Many transport schemes are delivered at the local level, via funding from the Department for Transport (DfT). However, local delivery also includes money raised by local authorities or provided as a development contribution and can incorporate community transport operators in delivery.

The plan highlights the importance of both stretching public sector funds for transport and attracting greater private sector investment and delivery.

4. Utilities

Overview

Strategic investment in utilities is essential to support the region's targets for longer-term housing development and jobs growth. Much of the region's utilities infrastructure is at, or nearing, capacity and there is an urgent need to deliver a coherent response to future capital investment. The region aims to ensure the necessary infrastructure to deliver growth, whilst at the same time improving resource efficiency across the energy, water and waste sectors and maximising the economic opportunities from key infrastructure growth sectors. Investing in utilities infrastructure and improving resource efficiency will directly impact on a number of specific regional targets and outcomes (details can be found on page 63 of the plan). The Utilities theme is important in the region delivering against a number of national policies including Digital Britain (2009), New Industry, New Jobs (2009), and Low Carbon Transition Plan (2009).

Work programmes

1. Developing low carbon energy sectors to facilitate sustainable economic growth (led by EEDA, and partly funded by activities of regional delivery bodies e.g. Renewables East, EEGR and through local authority partners via Local Development Frameworks);
2. Delivering required water and waste water infrastructure (led by water companies and the Environment Agency);
3. Achieving better water efficiency (led by the Regional Water Partnership Group, informed by Anglian Region Water Efficiency Group's work; water companies and Waterwise East);
4. Upgrading regional broadband speed and access (governed by a digital partnership);
5. Providing required waste infrastructure (managed by EEDA and EEGLA and delivered by WDAs, Waste Collection Agencies (WCAs) and the private sector.

One programme of particular interest is 4c (page 77) which outlines local broadband projects, which amongst other things, will help to reduce digital exclusion in the countryside.

Delivery and Capacity

Private sector companies provide the majority of utilities infrastructure and many have been involved in developing the EEIP. The above programmes aim to better link infrastructure funding to the growth agenda and it is anticipated that a key relationship will be developed between the above groups and the emerging national body Infrastructure UK.

A range of regional structures around this sector draw together public and private partners. For example, proposals are underway to create a regional Carbon Leadership Council and a regional Digital Partnership is being formed comprised of public, private and third sector organisations. Whilst energy companies are making significant investments in the region, public sector funding to support the low carbon agenda is limited. The EEIP emphasises the importance of joint working between regulators, utilities companies, local planning authorities and the development industry to overcome constraints and ensure timely delivery.

Public and private sector partnership is essential for effectively marshalling resources. It is unlikely that all regional requirements could be funded by the private sector alone. Additionally, the role of the planning process and in particular, any future Community Infrastructure Levy needs to reflect the infrastructure needs appropriately, and local authorities will have a strong interest through their statutory responsibilities. The implications for these programmes at a sub-regional scale are varied. For example, broadband infrastructure development faces particular issues in rural and peripheral areas. The Broadband programme is designed specifically to address these locations.

5. Enterprise, innovation and business support

Overview

The RES identifies enterprise and innovation as strategic policy areas in raising economic performance and meeting wider social and environmental objectives. In the long term, it prioritises addressing market failures to: strengthen the region's enterprise culture; increase opportunities from international trade, investment and collaboration; improve commercialisation of new ideas; enable high-growth enterprises to realise their potential; and raise business performance. It also recognises the commercial opportunities associated with tackling climate change. Enterprise and innovation are also central to the RSS, in particular its aims to provide employment land and premises for commercial activities to support job creation ambitions, aligned to housing supply. This theme focuses on delivering regional strategic sites such as innovation centres, enterprise hubs and open innovation science parks.

The EEIP supports the government's New Industry, New Jobs agenda (NINJ). To deliver higher rates of employment, economic growth and environmental sustainability, specific outcomes for enterprise and innovation are listed (for details see page 84 of the plan). The plan addresses this through: ensuring the appropriate scale, focus and accessibility of publicly funded business support; tailoring interventions to the short-term deterioration in economic conditions without neglecting long-term performance; and delivering activity within a national context of fewer, simplified business support services.

Work programmes

1. Key business support products and services (governed by strategic partnership working of EEDA, with the East of England Skills and Competitiveness Partnership, other delivery partners and EEBG; managed by EEDA)
2. Business finance (primarily led by EEDA and Business Link in collaboration with public and private sector partners)
3. International and inter-regional trade, investment and collaboration (primarily delivered by East of England IDB Ltd (EEIDB Ltd) under the Business Link East brand, commissioned by EEDA and UKTI)
4. Strategic investments in innovation (overseen by the region's Science and Industry Council)
5. ICT and the workplace (partly managed by EEDA/ Business Link programme board)

Each numbered programme is broken down into several categories ranging from a-f. One programme of particular interest is 5d (page 104) which emphasises the importance of ICT skills in the region and sets out two priority activities to improve them including the development of a training and skills programme and the development of a Centre of Excellence in the region in partnership with BT.

Delivery and Capacity

There is already a large amount of regional-scale activity contributing to the delivery of these targets. Much of the publicly funded business support activity is led by EEDA, which commissions Business Link East. Most local authorities in the region are engaged in activities that contribute to regional targets and priorities for enterprise and innovation. The main focus of local support is on business creation, particularly at a pre-start-up stage, and small firms. There is also some sector-specific support, notably for tourism and land-based businesses and also for some clusters.

6. Skills and employability

Overview

The EEIP emphasises that the region must build skills for future jobs and improve its capacity to innovate. It will need to increase the number of technical and highly skilled people within the workforce; address skills gaps and shortages; and maximise opportunities for everyone in the region to participate in the economy, enhance their career options and move to higher-level jobs. The RES has two goals dedicated to Skills for Productivity and Economic Participation. Relevant RSS policy areas include: planning for population growth and aligning housing and jobs growth; concentrating growth in 21 Key Centres for Development and Change (KCDCs); responding to continuing deprivation; and providing further and higher education.

Programmes are consistent with the National Skills Strategy and New Industry, New Jobs. For instance, programmes emphasise the need to support sectors that drive sustained economic growth and generate jobs. In terms of local priorities, there is a focus on skills and employment interventions as set out in Sustainable Community Strategies and Local Area Agreements (LAAs).

Work programmes

1. Leadership and high-level skills (overseen by the Business, Innovation and Skills Development and Implementation Board (DIB) which forms part of the new regional governance structures)
2. Skills for business (overseen by the Business, Innovation and Skills DIB)
3. An Integrated employability offer (overseen by the Business, Innovation and Skills DIB)

One programme of particular interest is 1e (page 114) which seeks to develop leadership and management skills within SMEs. Programme 2d (page 120) aims to prepare young people for work through improved access to information, training and work experience opportunities. Programme 3b aims to develop adults' and young people's employability skills (page 122).

There are links with other thematic programmes. For example, delivery of appropriate transport and ICT interventions in small market towns, rural and coastal areas will help provide access to services such as education, training and employment. Cultural third sector organisations provide a route into employment through volunteering and help improve outcomes for disadvantaged groups. Delivery of affordable housing will be important in retaining and attracting students, graduates and workers.

Delivery and Capacity

A complex network of funders and providers supply and deliver education, vocational learning and workforce development. Changes are planned to reduce this complexity and ensure a system more responsive to current needs. EEDA has been given greater responsibilities, recognising that skills delivery must be aligned with economic need. EEDA, with partners, will produce a Regional Skills Strategy which will articulate the region's requirements with respect to skills and employability. EEDA will also develop an annual regional skills investment plan to direct Skills Funding Agency (SFA) expenditure. Skills Sector Councils (SSCs) will have a lead role in determining which qualifications deliver skills that add economic value and should be eligible for public funding. Jobcentre Plus will continue to be responsible for delivering services to people out of work. Increasingly, the third sector is making an important contribution to supporting and delivering services to excluded groups to increase economic participation. There is a recognised need to engage them on strategic issues; work with them in delivering services; widen opportunities to engage with service delivery; ensure that they can access mainstream business support and workforce training; and improve leadership and management in third sector organisations.

7. Culture, creativity and the visitor economy

Overview

The EEIP emphasises the region's ambition to enhance the creative capacity of its economy, to build on its digital and media sector strengths, and to raise the region's profile through promotional activities centred on its cultural centres of excellence, heritage and the towns and cities in which they are based. Tourism is a critical part of the regional economy and programmes focus on encouraging longer visitor stays, particularly from the domestic market. This reduces environmental impact and encourages increased spending.

The programmes identified below contribute to RES and RSS targets through: sectoral growth of creative industries, with particular regional strengths in digital and media industries; the role of cultural and sporting infrastructure in quality of place and regeneration, along with raising the profile of the region and attracting investment; skills development programmes; a high level of business creation and labour market opportunities within the visitor economy sector that are particularly suitable for those with low or no skills or who wish to work flexibly; and the positive potential tourism, business and community development opportunities presented by the London 2012 Olympic and Paralympic Games. This theme is also important in terms of the delivery Creative Britain: New Talents for the New Economy, Innovation Nation, Digital Britain and New Industries: New Jobs.

Work programmes

1. Supporting creative and cultural industries (The East of England Cultural Partners (CREATE); Screen East, with EEDA; and EEDA and the Arts Council are respectively responsible, with partners, for delivery and management of cultural; digital and commercial; and creative economy hub aspects)
2. Creative places and communities (The East of England Cultural Partners group, with partners)
3. The tourism visitor economy (East of England Tourism (EET), supported by EEDA, is responsible for delivery and management)
4. The London 2012 Olympic Games and Paralympic Games (Nations and Regions East (NRE) co-ordinates and champions 2012 Games-related strategic issues across the region)

One programme of particular interest is 2b (page 136) which aims to initiate high quality cultural engagement opportunities for communities. Another programme of particular interest is 4f (page 144) which seeks to improve health and wellbeing and increase volunteering through various initiatives. The programmes have clear interdependencies. For example, events such as the 2012 Olympic and Paralympic Games can have immediate and long-term effects on the region's tourism, business performance and health and well-being.

Delivery and Capacity

Many of the programmes have a particular spatial dimension and it is important to ensure cultural initiatives are relevant to, and reflect, local communities. Similarly, tourism impact varies across the region. The plan emphasises the importance of regional intelligence to ensure programme delivery and identifies a number of research plans that will facilitate this.

Regional financial resources are significantly constrained over the first few years of the plan and core funding to the delivery agencies central to this theme is low compared with the rest of the UK and is likely to be affected by the public spending squeezes. Many cultural organisations and projects rely on investment from local authorities, trusts and foundations, all of which are also affected. However, despite low public sector investment, the plan highlights a number of innovative partnerships that exploit regional strengths through joint investment.

8. Green infrastructure, landscape, heritage, flood and erosion risk management and the coast

Overview

Implementation of the RES and RSS depends on managing the region's environmental resources sustainably. This is essential for securing the future supply of environmental services, helping us adapt to climate change and making the transition to a low carbon economy, as well as ensuring the health and well-being benefits associated with the environment. This theme contributes to objectives of both strategies. For example the region's expansive farmland compounds the influence that agricultural policy and practice have on how well we sustain wider environmental services, adapt to climate change, increase food security and decide on the right places to develop.

Work programmes

1. Flood and erosion risk management (upper tier authorities have lead responsibilities for local flood risk management; the Environment Agency is responsible for the strategic overview of all flooding sources; governing regional bodies will also play an important role)
2. Integrated coastal management (led by a partnership of local and regional bodies, government departments and key agencies such as the Environment Agency; NGOs)
3. The natural and historic environment (led by local authorities, regional bodies and government departments; the private and third sector, NGOs and government agencies)
4. Delivering green infrastructure (led by local authorities)

One programme of particular interest is 1b (page 152) which focuses on coastal and flood risk management over the next three years which prioritises measures for communities most at risk from coastal erosion or flooding based affordability and sustainability criteria. Another relevant programme is 2b, the East of England Coastal Initiative (page 154) which aims to improve community engagement in decision making affecting the coast.

There are strong synergies to other themes. For example, coastal policy requires an integrated approach to environmental, social and economic policy meaning that many other thematic programmes, such as the Integrated Employability Offer in the Skills and Employability theme, are fundamental to meeting coastal objectives. Another example is the importance of green infrastructure for creating sustainable communities and delivering regional housing growth. The natural environment can also provide opportunities for health and well-being such as tackling mental health and obesity issues.

Delivery and Capacity

A wide range of partners, implementation initiatives and funding streams will deliver this theme. The Coastal Initiative is an example of fostering partnership and multi-agency working and governance arrangements to deliver integrated environmental, economic and social policy objectives.

Local planning authorities and growth area partnerships working with various stakeholders are responsible for delivering green infrastructure.. At a regional level, their role is to develop and disseminate good practice to help meet green infrastructure objectives of the regional strategies. Restoring large areas of semi-natural landscape will involve a multi-agency and partnership approach with match-funding from various sources.

Underpinning delivery is a need for improved research. For example, a greater understanding is needed on where to develop environmental services, such as green infrastructure, food and biomass, and natural flood capacity.

9. Sub-regional priorities

Successful achievement of the EEIP relies on effective sub-regional delivery. In general, the plan uses RES engines of growth for defining priorities geographically. It identifies numerous links between sub regional priorities and thematic programmes (pages 167-200). For example, as identified in the EEIP's priorities for urban, rural and coastal development. The region's overall economic performance can mask underperformance and disadvantage, particularly in urban areas. A targeted approach is needed that responds to the physical fabric of these areas and tackles socio-economic barriers to participation. An urban focus is apparent in various programmes, particularly in housing and transport themes, which aim to reinforce sustainable communities and address transport issues in urban areas. However, around a third of the region's population live in rural areas. These cover much of the region's ecosystems, vital for delivering services and the region's food and farming sector is globally significant.

The plan identifies detailed priorities of action for each sub region, priorities of particular relevance include:

- **Bedford/Northern Marston Vale:** delivering population growth, development of the town centre and maximising benefits of surrounding rural environments; matching housing growth with increased employment and infrastructure; regenerating Bedford town centre.
- **Greater Cambridge:** maintaining and growing the benefits of Cambridge's knowledge and innovation strengths; protecting and enhancing the historic character of the city and market towns, whilst at the same time planning for housing growth and economic diversification.
- **Greater Norwich:** growth of Norwich as a retail, leisure and cultural centre, with development of tourism, heritage, arts and creative industries, alongside maximising research and development potential; transport improvements; and becoming an 'exemplar' low carbon city.
- **Greater Peterborough:** high-quality business support; improved promotion and perception of the city; enhancements to connectivity, particularly public transport; providing opportunities for disadvantaged and excluded communities and ensuring good community cohesion.
- **Great Yarmouth and Lowestoft:** focussing on town centres which have attracted many visitors, but face challenges from high unemployment, deprivation and tidal vulnerability.
- **Haven Gateway:** ensuring economic and housing growth is balanced with environmental protection; focussing this growth in Ipswich and Colchester, ports and coastal towns.
- **Heart of Essex:** accommodating growth, including affordable housing, whilst maintaining environmental quality; enhancing strategic transport connections and tackling congestion in Chelmsford, Brentwood and Braintree.
- **London Arc West- Hertfordshire:** balancing priorities of restraining urban sprawl; enhancing the countryside; and meeting development needs in sustainable ways.
- **London Arc East- Harlow/Stansted corridor:** retaining environmental quality whilst accommodating growth, including affordable housing; enhancing strategic transport connections; resolving waste water issues for housing growth at Harlow; developing employment land quality in Harlow.
- **Luton and Southern Bedfordshire:** delivering population growth, reflecting high-quality urban and rural environments, whilst transforming the local economy and providing for necessary infrastructure.
- **North/West Norfolk and West Suffolk:** co-ordinate infrastructure to accommodate growth. They place emphasis on the regeneration of King's Lynn, Thetford and coastal communities.
- **Thames Gateway South Essex:** deliver major regeneration, revitalising town centres and urban areas through a holistic approach that incorporates housing and employment growth, supported by new physical infrastructure and improvements in skills and specialist expertise.

10. Delivery and monitoring

Delivery

Delivery of the EEIP requires: a comprehensive evidence base to make informed choices on programme objectives and 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 all 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 evaluations; and a partnership approach to lobbying.

The EEIP recognises the current financial environment, particularly public sector investment constraints and identifies ways to mitigate this, relying on collaborating to maximise resources and develop ways of leveraging funding. EEDA and the Local Authority Leaders' Board will use The Regional Strategy Board to progress the RSS review and produce and update a Single Regional Strategy. Sub-regional priorities will be delivered by implementing regional thematic programmes and through IDPs, Local Development Frameworks and local delivery plans. Integrated delivery at the right spatial level helps define appropriate intervention.

EEIP aims to ensure regional and related body investment programmes are aligned, reinforce each other and support long-term regional vision. Regional partners will work with sub-regional partnerships and delivery organisations, e.g., Improvement East is working with local fire authorities, the Improvement and Development Agency (IDeA), the Audit Commission, GO-East and EEDA to address efficiencies through the Total Place approach. Improvement East seeks to bring public sector officers together to go beyond the individual place-based approach.

Regional intelligence

EEIP programmes are based on the latest evidence on challenges facing the region and will need to be refreshed periodically to reflect new information. As the EEIP is taken forward, it is important to continue monitoring the impacts of the downturn and the shape of recovery in the region. Local authorities, EEDA and Insight East are collaborating to provide a framework for local, sub-regional and regional economic strategies to ensure all policy making is based on shared understanding.

Evidence will also be incorporated into the EEIP from other partners. This may be sector related or directly relevant to thematic aims. Immediate priorities include: improved understanding of skills needs of the region's economy; a single data source for delivering affordable housing; strengthening the region's cultural evidence base; and generating biodiversity and flood risk indicators.

Monitoring

To ensure programmes and activities are delivering RES and RSS ambitions, regular monitoring is essential. Evidence gathered through monitoring will also help inform future regional or local strategy. Each programme has identified anticipated outputs and outcomes. Measuring achievement of these milestones, especially consistently, is important. The information can be drawn from annual reports of delivery partners, together with detailed evaluation work.

Programme evaluation against RES and RSS indicators and targets is important for understanding the extent to which programmes are achieving regional goals. It will help improve decision-making, effectiveness and value for money. It is recommended that quantitative and qualitative impacts of programmes are assessed. As well as evaluating the impact of particular programmes, it will be important to better assess linkages of policy areas, such as housing, jobs and infrastructure.