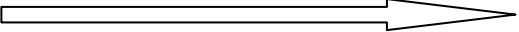
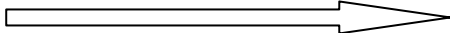
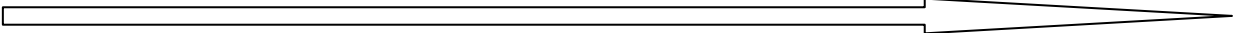
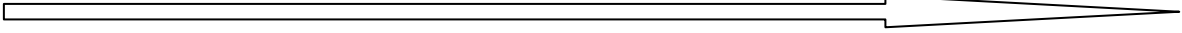
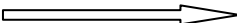
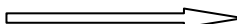
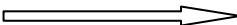
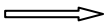

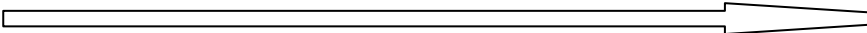
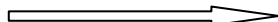


# JOINT STRATEGY & INVESTMENT BOARD

# Appendix 2

TIME LINE										
	2009				2010				2011	
<b>1 Regional Change Management Programme</b> Required Outcome: - Smooth transition to secure new effective and efficient regional arrangements to implement SNR/SIRS by 04/10	Task 1 Submit to Government 31/3/09	Develop and roll out implementation of Regional Change Management Programme 				Task 2 New regional arrangements in place 1/4/10				
<b>2 Governance</b> Required Outcome: - Streamlined governance structures leading the regional agenda and development, implementation and monitoring of SIRS.	Progress governance arrangements for Joint Strategy & Investment Board and Local Authority Leaders Board in line with pace of region and Local Democracy, Economic Development & Construction Bill	Plus factor in consideration of Transport Governance issues 								
<b>3 Stakeholder Engagement</b> Required Outcome: - effective and efficient mechanisms which facilitate meaningful engagement in the development of the SIRS.	Maintain and develop links with stakeholders Regular Briefing Notes	Agree Engagement Strategy – in line with regional needs 								
<b>4 Regional Project Management (post RFA) and Joint Investment Planning (SNR)</b> Required Outcome: - High level agreement / common understanding at a strategic level among a diversity of groups of the direction of travel required of SIRS.	Take forward RFA project management approach  Awaiting Government Guidance on SNR on Investment Planning									

TIME LINE												
	2009				2010				2011			
<b>5 Scenario Planning</b> Required Outcome: - High level agreement / common understanding at a strategic level among a diversity of groups of the direction of travel required of SIRS.	Develop proposal with Regional Advisory Group 04/09	Secure JS&IB agreement for approach 05/09	Agree programme of activity 07/09		Roll out Scenario Planning Process 							
<b>6 Sub Regions</b> Required Outcome: - A joint approach to sub regions and sub regional working between AWM and local govt, that will inform policy development and investment planning.	Develop & agree proposal with Regional Advisory Group 04/09	Commission and take forward in parallel 1 Functioning Geography 2 Existing sub regional arrangements = stock take for use in SIRS Project Plan 										
<b>7 European Experiences</b> Required Outcome: - set of benchmark regions that have successful integrated regional strategies.	Develop & agree proposal with Regional Advisory Group 04/09	Commission and take forward into Scenario Planning and SIRS Project Plan 										
<b>8 Local Economic Assessments</b> Required Outcome – A set of Local Economic Assessments which inform both local and regional strategies and are consistent in terms of the scope and use of data and methodology used across each region.	Awaiting Government Guidance											
	Build on Regional Integrated Economic Assessment											
	Scope out regional and local requirements											

TIME LINE												
	2009				2010				2011			
<b>9 Evidence Base</b> Required Outcome:- robust evidence base supporting SIRS	Complete and report stock take of key messages from current evidence base 03/09	Agree process to address gaps and tensions in evidence base.	Inform SIRS development phase 	Embed evidence gathering as part of policy development cycle								
<b>10 SIRS Project Plan</b> Required Outcome:- An agreed approach with milestones for developing and implementing the SIRS.	Awaiting Government Guidance Assess info from above work streams											
<b>11 Skills 14 – 19 Yrs</b> Required Outcome – Commissioning that reflects regional economic and employment needs and aspirations.	Local authorities and AWM scoping new roles	Develop new mechanisms 		LSC abolished								

## Explanatory Information

### 1 Regional Change Management Programme

**Required Outcome:- Smooth transition to secure new effective and efficient regional arrangements to implement SNR/SIRS by 04/10**

Task 1 - CLG require all regions to set out a programme of activity to secure a smooth transition from the current regional regime of the RES and RSS to a new regime to take forward SNR and the SIRS. This will be developed by SNR Transition Team for AWM, local government and WMRA, under the auspices of shadow Joint Strategy & Investment Board (JSIB) for submission to Government Office by 31 March 2009.

Key Dates – 24/03/09 - discuss at shadow JS&IB. 24/03/09 - submit to GO  
31/3/10 - develop Implementation Plan to secure effective transition of functions and staff

Lead for AWM - Mark Pearce

Lead for Local Government - Richard Carr, Olwen Dutton

SNR Transition Team – Rose Poulter

Task 2 - A suite of mutually iterative Transition Implementation Plans for shadow JS&IB's Support team, LALB Support and AWM Organisational change plan.

Key dates - Ongoing with completion March 2010

Lead for AWM - Mark Pearce

Lead for Local Government - Richard Carr, Olwen Dutton

SNR Transition Team – Rose Poulter

### 2 Governance

**Required Outcome: - Streamlined governance structures leading the regional agenda and development, implementation and monitoring of SIRS.**

#### Joint Strategy & Investment Board

Task - In line with the Local Democracy, Economic development and Construction Bill: Policy Document on Regional Strategies, January 2009 work is in hand to develop a proposal (or 'scheme') for the JS&IB setting out:- How the two bodies, RDA and Leaders Board, will work together to fulfil their duties to jointly produce the draft regional strategy and implementation plan, what the decision-making process will be, including resolving differences.

Key Dates - Draft terms of reference for (ToR) for Shadow JS&IB were produced in September/October 2008. Shadow JS&IB have made a small number of refinements to the draft ToR at their meeting on 16/1/09. Further discussion on the draft ToR will take place at Shadow JS&IB meetings on 26/3/09. The ToR will be finalised when the Local Democracy, Economic Development and Construction Bill has completed its passage through Parliament.

Lead - The JS&IB Is advised by the Regional Advisory Group – CEOs and senior officers from AWM, local government, WMRA, HCA, HA and LSC.

SNR Transition Team – Rose Poulter

#### Local Authority Leaders Board

The Local Authority Leaders Board (LALB) is up and running, all 38 authorities are represented. Its first meeting was 15 December 2008 and its second 9 February 2009. It has met on a less formal footing from November 2007. The frequency of future meetings is under discussion and expected to be quarterly.

In line with the Local Democracy, Economic Development and Construction Bill: Policy Document on Regional Strategies, January 2009, work is in hand to develop a proposal (or 'scheme') for LALB which sets out:- Membership, Decision-making process, How and when it will refresh or re-elect its membership, and Managerial structure and organisation . The scheme will be finalised when the Local Democracy, Economic Development and Construction Bill has completed its passage through Parliament.

Key Dates – July 2009 WMLGA AGM key milestone

Lead - The LALB is advised by the Chief Executives Task Force.

SNR Transition Team – Rose Poulter/Dagmar Waller

#### Transport Governance

Need to factor in work being undertaken for the LALB on transport governance.

### **3 Stakeholder Engagement**

**Required Outcome:- effective and efficient mechanisms which facilitate meaningful engagement in the development of the SIRS.**

The SNR Transition Team is having discussions with a number of groupings, agencies sub-regions and sectors regarding stakeholder engagement with the development and ultimately the delivery of the SIRS. JS&IB are committed to ensuring. These discussions take forward findings from the Review of Regional Partnership Arrangements completed in September 2008.

Over the coming months the SNR Transition Team will work with the stakeholders to develop regional working arrangements. At this point in time all options remain open including modifying existing partnerships through to starting with a blank sheet of paper. Whichever set of arrangements is agreed, JS&IB with partners, will ensure that the transition from the old to the new arrangements will enable continuity of function and decision making.

Key Dates - Over the coming 6 months the SNR Transition Team will work with the stakeholders to develop regional working arrangements. At this point in time all options remain open including modifying existing partnerships through to starting with a blank sheet of paper. Whichever set of arrangements is agreed, JS&IB with partners, will ensure that the transition from the old to the new arrangements will enable continuity of function and decision making.  
SNR Transition Team – Rose Poulter

#### **4 Regional Project Management (post RFA) and Joint Investment Planning (SNR)**

**Outcome Required:- an effective mechanism for monitoring and managing public investment in the region. All public money coming into the region spent to best effect with no underspend**

Purpose – Establish a strategic project management mechanism initially for projects in RFA Impact Investment Locations with the ability to be extended into other investment streams eg health & education.

Working with local government develop joint investment planning at a regional and sub regional level as part of SNR/SIRS. to develop a joint and agreed approach to regional and sub regional investment planning.

Progress – Work on strategic project management mechanism to commence with immediate effect  
Work on investment planning to commence when Govt Guidelines are published.

Key Dates – Post RFA – learn lessons and follow up with Whitehall. Commission work to scope regional 'strategic project management mechanism.

Lead for Local Government – Richard Carr/Ron Hilton

Lead for AWM – Mark Pearce

SNR Transition Team Lead – Ray Flynn/Peter Davenport/Ray Flynn

#### **5 Scenario Planning**

**Required Outcome:- High level agreement / common understanding at a strategic level among a diversity of groups of the direction of travel required of SIRS.**

Purpose - To use scenario planning as a strategic planning tool used to assist the strategy making process. It is a method for learning about the future by understanding the nature and impact of uncertain but key driving forces which affect the region, UK & world.

Progress - April 2009 - Work programme to be agreed by AWM LT and Chief Execs Task Force.

Key Dates - April 2009 Discussion paper required for AWM Leadership Team and Chief Executives Task Force to agree way forward.

Lead for AWM - Mark Pearce

Lead for Local Govt - Paul Sheehan/Trish Haynes tbd

SNR Transition Team Lead – Philip Amison

## 6 Sub Regions

**Required Outcome:- A joint approach to sub regions and sub regional working between AWM and local govt, that will inform policy development and investment planning.**

Purpose – To have a joint approach to sub regions and sub regional working between AWM and local govt

Progress - Initial base line position (Leadership Team and CX TF Oct/Dec 2008) LSPs/ Strategic Authorities the basic building blocks for sub-regions.

Working Group to be set up

Key Dates – tbd Work programme to be agreed by AWM LT and Chief Execs Task Force. Work to be undertaken in 2 parts:-

Functioning economic/social/environmental geography

Partnership and working arrangements

Lead for Local Government - Jim Graham

Lead for AWM – Mark Pearce/Karen Yeomans

SNR Transition Team Lead – Philip Amison/Peter Davenport

## 7 European Experiences

**Required Outcome:- set of bench mark regions that have successful integrated regional strategies.**

Purpose – short research project to learn from the experience of European regions in developing integrated regional strategies.

Progress – Brief being developed

SNR Transition Team Lead – Sherman Wong with WMiE

## 8 Local Economic Assessments

**Required Outcome – A set of Local Economic Assessments which inform both local and regional strategies and are consistent in terms of the scope and use of data and methodology used across each region.**

Purpose – All county councils and unitary authorities required to have an assessment of economic conditions to inform local strategies and the SIRS.

Progress – January 2009 - Government Policy Guidance published. Working group to be re-energised and draw up work programme before commencing next stage.

Action Required - Work programme to be agreed by AWM LT and Chief Execs Task Force asap.

Key Dates – tbd

Lead for Local Government – Ron Hilton

Lead for AWM – Mark Pearce

SNR Transition Team Lead – Regional economic Development Officers Group/ Philip Amison

## **9 Evidence Base**

### **Required Outcome:- robust evidence base supporting SIRS**

Purpose – To have a SIRS which is informed by and underpinned by a strong evidence base.

Progress - Base Line project to be completed by end of February 2009. Key messages from strategies and evidence base, thematically presented. AWM/WMRO leading work.

Action Required - Work programme to be agreed by AWM LT and Chief Execs Task Force.

Key Dates –

Lead for Local Government – Ron Hilton

Lead for AWM - Mark Pearce

SNR Transition Team Lead – Rose Poulter/Philip Amison

## **10 SIRS Project Plan**

### **Required Outcome:- An agreed approach with milestones for developing and implementing the SIRS.**

Purpose – Develop the regional Project Plan for SIRS, based on Government's Policy Document

Progress – Required Outcome – Draft Project Plan worked up with partners for consultation with stakeholders.

Key Dates – tbd

Lead for Local Government – Ron Hilton

Lead for AWM – Mark Pearce

SNR Transition Team Lead – Rose Poulter/Trevor Cornfoot

Footnote – the timing of this work will depend on the RSS Examination in Public and whether the Local Democracy, Economic Development and Construction Bill is amended prior to its enactment in June/July.

## **11 Skills 14 – 19 Year Olds**

### **Required Outcome – Commissioning that reflects regional economic and employment needs and aspirations.**

Purpose – ensure suitable connections between LA sub-regional commissioning arrangements, the Regional Planning Group and Regional Strategy policy and governance structures.

Progress – operational DCS/LSC Strategy Group and LA sub-regional groups established

Key dates – LSC abolished April 2010.  
Lead for Local Government – Mark Rogers  
Lead for AWM – Pat Jackson  
SNR Transition Team Lead – Sherman Wong