

BACKGROUND BRIEFING ON DELIVERY BOARDS

The new governance arrangements agreed for the region make provision for three 'delivery boards'. The terms of reference for the delivery boards have been reviewed by a working group; membership of which was drawn from representatives of South East England Leaders' Board, the SEEDA Board and the Stakeholders Liaison Group.

The Working Group developed a set of guiding principles within which it has developed draft Terms of Reference. The draft Terms of Reference are being put forward for consideration by the Partnership Board with the endorsement of the Working Group.

Why do we have 'delivery boards'?

- Government provides the region with the opportunity to advise on investment priorities for a number of funding streams – this is the Regional Funding Advice. At present the RFA covers investment in transport, housing and regeneration and economic development.
- The scope for the region to advise Government on investment priorities has increased over time – in effect the region has gained greater influence on the allocation of Whitehall funds.
- The expansion in the scope of the RFA is a consequence of the region's demonstrating their ability to take difficult decisions and provide clear, evidence based advice to Government; it is also a consequence of the Government extending its devolution of decision making away from Whitehall to the regions.
- The three delivery boards mirror the three main funding streams included in the RFA.
- To date we have had two rounds of RFA. On each occasion the region's submission was agreed through a joint meeting of the Regional Assembly and the SEEDA Board. In future this task will fall to the South East England Partnership Board.
- While responsibility for producing the RFA rests with the Local Authorities and SEEDA, Government guidance requires that there is engagement with a wider body of interests in the region. Without this engagement the RFA submission would be flawed and its ability to influence the allocation of funds diminished.
- The funds covered by the RFA continue to be held by Government departments and/or agencies. For example, the housing and regeneration budget within the RFA is the HCA's regional budget. Without the RFA process, the region's ability to influence the allocation of Government investment would be severely diminished.
- The content of the RFA is informed by advice from the delivery boards. The delivery boards' advice identifies investment priorities that support delivery of the South East Plan and the Regional Economic Strategy; that advice is fed into the preparation of the RFA submission; that submission is debated and agreed by the Local Authorities and SEEDA.
- Once the RFA submission has been agreed, it is submitted to Government who considers the advice; Government's response forms the basis of an agreed investment programme (for those funding streams covered by the RFA).

- The delivery boards manage the day-to-day delivery of that programme on behalf of the region; any material departure from the agreed investment programme would need to be considered by the Local Authorities and SEEDA (in the same way as the original RFA submission).

Who sits on the delivery boards and how did we arrive at that?

- The RTB was originally one of two pilots set up by the Government and chaired by GOSE. It was set up in response to a request from the region (set out in the predecessor to the RFA process) that such a forum was necessary in order to develop the region's advice on investment priorities. Government's support for the proposal was critical to ensure its credibility.
- In setting up the RTB it was agreed by GOSE and the Regional Assembly that it was critical to have the key delivery agencies/sectors as members of the Board – i.e. the Highways Agency, Network Rail, the Confederation of Passenger Transport (representing the bus and coach sector).
- It was also agreed that RTB membership should include representatives from relevant stakeholders – i.e. the environmental sector is represented by SUSTRANS; business community is represented by an economic partnership.
- The region took over responsibility for the RTB in 2005; in so doing it was agreed that the membership structure would not be altered.
- The RHB was originally set up by the Government and chaired by GOSE as the forum in which to develop the region's advice on priorities for the Housing Corporation's investment programme. This was originally set out in the Regional Housing Strategy; that is now subsumed within the RFA submission.
- Again, in setting up the RHB it was agreed that it was critical to have the key delivery agencies/sectors as members of the Board – i.e. Housing Corporation (as was), English Partnerships (as was). It was also agreed that it was appropriate for the RHB membership to include representatives from stakeholders – i.e. the social sector was represented by the Chief Executive of a Housing Association.
- The region took over responsibility for the RHB in 2006; the basis on which this took place was agreed with Ministers and is set out in correspondence between the region and Government.

What is the relationship between the Regional Strategy, the Regional Delivery Plan and the RFA submission?

- The Regional Strategy (currently the South East Plan and Regional Economic Strategy) provides the policy framework for the region; it is a statutory document and will be the subject of independent testing.
- The Regional Delivery Plan will set out what needs to happen in order to ensure that the Regional Strategy is delivered; it will identify actions required of a number of agencies (some of whom will be observers on the South East Strategy Board).
- There is a statutory requirement to prepare the Regional Delivery Plan, but its contents will not be statutory; this reflects the need for flexibility to respond to changes in circumstances and/or revised priorities; the Strategy Board will need to maintain oversight of the Regional Delivery Plan once it has been agreed by the Partnership Board.

- The RFA submission is the region's opportunity to advise Government on how specific funding streams should be targeted in order to support delivery of the Regional Strategy.
- The RFA submission is set within the context provided by the Regional Strategy. It must be consistent with the Regional Delivery Plan but by definition it will not cover all the elements of that Plan given that the RFA covers a discrete number of funding streams.
- The Regional Delivery Plan will provide a starting point for the region to develop its input into Comprehensive Spending Reviews.

How have the draft Terms of Reference been arrived at?

- A Working Group was set up to develop the draft Terms of Reference for the delivery boards. The group comprised representatives from South East England Leaders' Board and the SEEDA Board. As the delivery boards are 'partnerships' that involve delivery partners and stakeholders, it was also agreed that representatives from these groups would be members of the Working Group.
- Leaders' Board representatives were Paul Watkins, Moira Gibson, Elizabeth Cartwright (for discussions on the RHB) and Paul Carter (one meeting).
- The group adopted a set of guiding principles within which it has then developed its advice on the draft Terms of Reference for the delivery boards. Those guiding principles include:
 - membership of each delivery board will be limited in number but representative, enabling effective decision making on a consensual basis; for practical reasons the maximum number of members will be 16;
 - South East England Councils to be responsible for nominating local authority representation on the delivery boards; they will ensure an appropriate balance between the tiers of local authorities, their Political composition and the region's geography;
 - representatives on the delivery boards will be accountable to their constituent organisation; they will be expected to represent the interests of their constituent organisation on the delivery board and to be the conduit for the dialogue between the delivery board and their constituent organisation;
 - the Chairman will provide a regular report on the activity of each delivery board to the South East England Strategy Board;
 - the Chairman will be the conduit for achieving a strong linkage between the work on strategy development and the implementation/delivery dimension.

How does SEEC get its views fed into the work of the Delivery Boards?

- Under the terms of reference SEEC nominates a number of representatives to sit on each of the delivery boards (note that the number of local authority representatives on the RTB has increased from 4 to 7; on the RHRB it has increased from 4 to 8).

- The SEEC nominees to the delivery boards are there to represent the interests of Local Authorities collectively; they are not there to represent their own consistency interests.
- The SEEC nominees to the delivery boards are accountable back to the wider SEEC membership; it is therefore important that they are mandated to represent SEEC.
- SEEC Executive Committee meetings should have as a standing item on its agenda the opportunity to review the work of the delivery boards and to consider forthcoming issues on their agendas. The forward programme of meetings should be the focus for this discussion; it sets out the proposed items for future meetings and is updated on a regular basis by the secretariat in liaison with the delivery board Chairman.
- SEEC should look to the Chairman of the RTB and RHRB and the lead member of the EDSB to update the Executive Committee on the work of the delivery boards and for identifying key issues on which the Executive Committee need to agree a line in advance of future meetings.
- The forward programme of meetings will also be a standing item on the Strategy Board agenda.
- Under the terms of reference the proposal is that each delivery board will prepare an annual business plan (in effect a programme of work) for the forthcoming 12 months – this is new and has been put forward as a way of ensuring the work of the delivery boards is focused. An annual business plan is also important in order to gain commitment from all partners to provide the resources required to support these partnership boards' work.
- It is proposed that the Strategy Board perform an oversight role on the delivery boards business plans (alongside the business plan for the Strategy Unit).

How is the work of the Delivery Boards communicated more widely?

- All meetings and papers for the delivery boards are public; papers are posted on the website (the key way in which interested parties – local authorities, interest groups and members of the public – get access to the papers).
- The papers for the RTB are circulated directly to transport portfolio holders in Local Transport Authorities; the portfolio holders are entitled to attend and address the RTB on relevant matters (note: attendance from portfolio holders at meetings is very high).
- Similar arrangements for the circulation of papers to Local Planning Authority members have been put in place this year and under the new terms of reference planning portfolio holders would have the right to attend and address the RHRB on relevant matters.
- Summary bulletins are prepared by the secretariat after each RTB and RHRB meeting and are distributed electronically.
- The Chairman of the RTB and RHRB are members of the Strategy Board and are required to report back on the work of the RTB as a standing item on the Strategy Board agenda.

Examples of how the Delivery Boards work:

1. Hindhead tunnel (transport scheme)

- As part of the first RFA the RTB was tasked with advising on transport priorities. Using a pioneering prioritisation methodology developed by the region, the RTB advised that the Hindhead Tunnel scheme was a key priority even though its scale meant the scope for investment in other schemes would be limited in the short term.
- The RTB's advice on transport priorities was included within the RFA submission by the Regional Assembly and SEEDA (who were responsible for agreeing the submission).
- The Government's response to the RFA submission accepted the advice on Hindhead; as a result it was included in the agreed regional programme and work on site began quickly thereafter.
- The RTB monitors delivery of the regional programme on a quarterly basis. As part of this process it considers the implications of any cost increase on prioritised schemes; where the cost increase can be managed within the framework set by the agreed regional programme the RTB deals with these in accordance with its agreed protocol.
- For example, in the case of the Hindhead Tunnel the RTB ensured that the additional funds needed to deliver small scale measures on the local highway network (necessary as a consequence of the Hindhead Tunnel) were available.

2. National Affordable Housing Programme (housing project)

- The NAHP was the core activity of the former Housing Corporation and now forms the major area of activity for the HCA, however it is not the only programme that is funded through the RFA – other programmes include decent homes, private sector renewal and gypsy and travellers facilities grant.
- As part of the RFA process the RHB was tasked with advising on the balance between these various programmes within the available funding envelope.
- The RHB advised that the overwhelming majority of funds should be channelled through the NAHP, however it also advised that significant amounts of funding should be made available to invest in the other programmes.
- The RHB's advice was included in the RFA submission.
- Government's response to the RFA accepted the advice in respect of the balance between the funding programmes.
- The RHB monitors delivery of the regional programme on a quarterly basis. As part of this process it compares the delivery of affordable houses against the requirements of the South East Plan advising in the process where there are imbalances that the HCA need to address through their continuous market engagement.

Regional meetings: Forward diary

2009

8 September	Regional Housing and Regeneration Board (RHRB) (chaired by Cllr Elizabeth Cartwright)
17 September	Strategy Board (chaired by Cllr Paul Carter)
23 October	Regional Transport Board (RTB) (chaired by Cllr David Robertson)
late November	Strategy Board – final date to be agreed
1 December	RHRB
December	proposed RTB meeting

2010

9 February	Partnership Board (chaired by Rob Douglas)
w/c 8 February	Strategy Board
early March	proposed RTB meeting
early March	proposed RHRB meeting
w/c 19 April	Strategy Board
early June	proposed RTB meeting
early June	proposed RHRB meeting
early July	Strategy Board
July - tbc	Partnership Board
September	proposed RTB meeting proposed RHRB meeting
December	proposed RTB meeting proposed RHRB meeting

**Regional Housing and Regeneration Board:
Forward Programme**

8 September

Terms of Reference: <i>To note revised terms of reference</i>
HCA Quarterly Report: <i>standing agenda item; the mechanism by which the RHRB monitors performance of HCA against the South East Plan/Regional Economic Strategy</i>
Gypsies and Travellers Facilities Grant: <i>RHRB advises on how the bids submitted for funding relate to the South East Plan; if the level of bids exceeds the funds available the RHRB advises on relative priorities</i>
Private Sector Renewal: <i>programme was approved in principle by CLG following advice set out in the RFA; overall level of funding is set by the RFA, the RHRB assesses specific proposals put forward for funding and advises on relative priorities; it also monitors performance in delivering those proposals</i>
Housing Revenue Account: <i>RHB has been tracking this review since it began; it commissioned specialist advice that has been fed into the review process; with the publication of the Government's proposals for consultation there is a need to prepare a response</i>
Strategic Housing Market Assessments: <i>the Strategy Unit (on behalf of the Partnership Board) commissioned work that reviewed experience to date with this; opportunity to identify good practice and areas of concern that need to be addressed</i>
Regional Funding Advice: <i>Government's response to the submission is imminent; Partnership Board at its meeting on 24 July is recommended to request delivery boards to advise it on the implications of a tighter financial environment for the RFA programme</i>
<i>Meeting to be preceded by half-day workshop that will focus on a review of Board activity and consideration of forward programme for the next 12 months</i>

1 December

HCA Quarterly Monitoring Report: <i>standing agenda item (see above for detail)</i>
Board Business Plan: <i>following on from the discussion at the workshop the RHRB will discuss its proposed work programme for the next 12 months</i>
Regional Strategy: <i>opportunity for the RHRB to review its experience on delivery and implementation and to identify issues that the Strategy Board needs to take into consideration in developing the Regional Strategy</i>
Facilitating Affordable Housing Delivery: <i>earlier discussions at RHB identified a number of actions that needed to be taken forward in order to address barriers to delivery of affordable housing; this is a check back against progress made in that regard</i>
Environmental Technologies: <i>previous RHB discussions have highlighted the need for regional leadership in promoting the widespread application of environmental technologies (e.g. retro-fitting of existing homes); opportunity to identify actions to overcome barriers to delivery</i>
Rural Housing: <i>monitoring information clearly shows a continuing problem in terms of delivering the required level of affordable housing in rural areas; the RHB has identified the need for regional leadership in addressing this issue; this is the opportunity to identify actions to overcome barriers to delivery</i>

February 2010

HCA Quarterly Monitoring Report: <i>standing agenda item (see above for detail)</i>
Housing Implications of an Ageing Society: <i>earlier discussions at RHRB identified a number of actions that needed to be taken forward; opportunity to review progress made to date</i>
Gypsies and Travellers Facilities Grant: <i>recurring item (see earlier meeting for detail)</i>
Regional Monitoring Report: <i>opportunity for the RHRB to review the outcome of the latest round of regional monitoring and to identify issues of relevance to delivery and/or strategy development</i>

**Regional Transport Board:
Forward programme**

24 July

The South East Plan: <i>To report key messages and identify key issues arising from its publication</i>
Programme Management and Monitoring: <i>standing agenda item; the mechanism by which the RTB monitors delivery of the regional programme (agreed via the RFA submission); RTB has a protocol by which it deals with cost variations on prioritised schemes</i>
Delivering a Sustainable Transport System: <i>standing agenda item; the RTB maintains oversight of the regional work programme and ensures that monitoring information required by DfT is provided as required</i>
Kent Route Utilisation Strategy: <i>To agree consultation response; response is set within the framework provided by the South East Plan and Regional Economic Strategy</i>
Sussex Route Utilisation Strategy: <i>To agree consultation response; response is set within the framework provided by the South East Plan and Regional Economic Strategy</i>
Kickstart: <i>DfT funding programme that provides support for new bus routes; DfT assessment criteria requires an assessment to be made of bids consistency with regional policy framework; RTB is providing regional input into the assessment</i>
Presentation: <i>Berkshire Strategic Transport Forum/SEEDA (Western Access to Heathrow Airport)</i>
Presentation: <i>West Sussex County Council/Brighton and Hove Council (Rapid Transit System)</i>

23 October

Terms of Reference: <i>To note revised terms of reference</i>
Programme Management and Monitoring: <i>standing agenda item (see above)</i>
Delivering a Sustainable Transport System: <i>standing agenda item (see above)</i>
Regional Strategy: <i>opportunity for the RTB to review its experience on delivery and implementation and to identify issues that the Strategy Board may wish to take into consideration in developing the Regional Strategy</i>
The London Mayor's Transport Strategy: <i>to advise on key issues arising out of the consultation (expected to take place over the autumn); will need to feed into regional response agreed by Partnership Board (as the Regional Planning Body)</i>
Great Western Route Utilisation Strategy: <i>To agree consultation response; response is set within the framework provided by the South East Plan and Regional Economic Strategy</i>
Olympic Transport Plan: <i>updated version of the Olympic Transport Plan expected in the autumn; opportunity for the RTB to identify key issues for regional delivery including potential synergies with regional investment programme; potential for this to be a presentation by ODA transport chief</i>

Board Business Plan: <i>opportunity for the RTB to discuss its proposed work programme for the next 12 months</i>
Carbon Reduction Strategy: <i>to consider implications of the DfT Strategy for the regional programme</i>
Presentation (provisional): <i>European Funding Programmes and Opportunities</i>
Presentation (provisional): <i>Smarter Choices</i>

January 2010

Programme Management and Monitoring: <i>standing agenda item (see above)</i>
Delivering a Sustainable Transport System: <i>standing agenda item (see above)</i>
Regional Monitoring Report: <i>opportunity for the RHRB to review the outcome of the latest round of regional monitoring and to identify issues of relevance to delivery and/or strategy development</i>
Local Transport Plan 3: <i>the RFA process gives the region the flexibility to recommend transferring funding from the 'major schemes' budget to the 'local transport plan' budget; opportunity for the RTB to be briefed on progress with the preparation of LTPs in the region</i>
Presentation (provisional): <i>Freight Transport Association</i>

Martin Tugwell and Diana Pogson

22 July 2009