



GOVERNMENT OFFICE
FOR THE EAST OF ENGLAND

Transforming Lives
Transforming Places

GO-East Business Plan
2006–2008



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Foreword



With its spectacular coastline, fertile soil, wealth of history and unique natural heritage, the East of England has enormous potential. Its people and its potential have made it the breadbasket of England, one of the

fastest growing regions in the country, the destination of choice for inward investors and aspirant individuals alike. It includes Cambridge, a global innovation hub; Felixstowe and Harwich, soon to have the biggest container facility in the UK; and Stansted and Luton, two of the fastest growing UK airports. Those of us who live and work in the region enjoy longer and healthier lives, some of the lowest crime levels in the country, unprecedented prosperity, and a quality of life without equal.

What can the Government Office add to this? We operate as central government in the region and work to make a positive difference to its people. GO-East has developed its own vision of what this means: *“Transforming lives, transforming places – creating sustainable communities”*. Our vision recognises that behind the broad picture of a prosperous, healthy, safe region there is much that needs transformation for the better: many remain excluded in both urban and rural areas, with some minority groups suffering disproportionately; the benefits of being a high growth region bring with them the challenges of making growth sustainable; and the dual threats of climate change and water shortages loom particularly large in the East. We are all diminished by the exclusion of minorities, by unsustainable development, by consumption now at the expense of our children’s generation. The Government Office is seeking to tackle these challenges, to work with private and public sector partners to build a sustainable, inclusive future.

The recent Review of Government Offices¹ provides GO-East with one such opportunity to build on our achievements, to sharpen our focus on strategic outcomes, and to identify new ways of working in partnership. We have reflected on what we have been told by our partners, stakeholders and staff through surveys, our Peer Review, and most recently work we have undertaken with the Prime Minister’s Delivery Unit to explore what value we add, and how we can add increased value in future. This work recognises our dual role: delivering central Government’s priorities in the region, and delivering for the East of England in Whitehall by ensuring that the region’s priorities and the realities on the ground are reflected in policy and thinking at the centre.

Because of the importance of responding to the outcome of these reviews, we are producing a different Business Plan this year; one which sets out our agenda not only for the current business year but also right through to the end of 2007-08. As our business develops, we will provide further updates to you during 2007, reflecting the progress that we make in terms of both our organisational development and the delivery of our objectives.

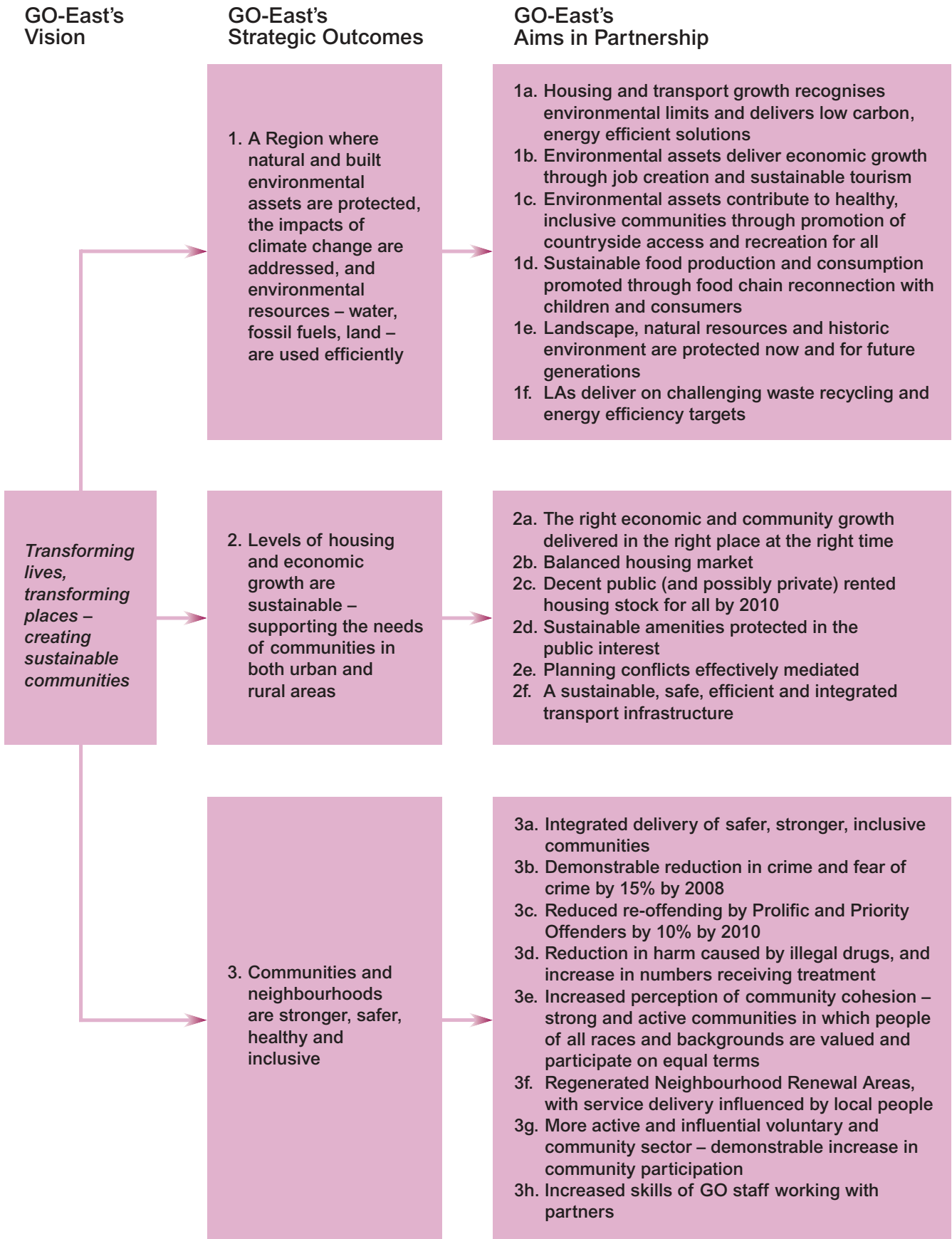
How we will deliver

We recognise that success will depend on GO-East becoming fit for purpose, shaped to deliver, focused on developing and refreshing the talent of our people and on embracing the new, flexible agenda. To this end, we believe that our multi-dimensional model for delivery described in this Business Plan, will offer new ways for us to deliver our shared agenda. This model focuses on delivery through thematic structure, through place, and through cross-cutting Integrating Initiatives that exploit the synergies of policy and place.

Brian Hackland, *Regional Director*

1 Review of Government Offices, HMSO, March 2006

Delivering Our Vision



Our Priority Objectives

2006-08

The diagram opposite begins with our vision, sets out the overarching strategic outcomes, and then identifies the underpinning high level aims to be delivered in partnership. We believe that the priority objectives below reflect the varying needs across our region, and enable us to focus our resources where we can add the most value.

Sustainable Communities

1. Support, monitor and challenge the development and delivery of major regional strategies (in particular the Integrated Regional Strategy and Regional Health Strategy) with partners, to ensure that they reflect Government policies, maximise synergies and are consistent.
2. Challenge & support Local Authority and Local Strategic Partnership improvement & capacity building by engaging directly with poor performers, active participation in Building Capacity East and running the Local Strategic Partnership network with the East of England Regional Assembly.

Environment and Well-being

3. Work with regional partners to develop and deliver integrated agendas to:
 - reduce and mitigate the effects of expected climate change and other environmental damage, including the development of a robust regional strategy for carbon neutral growth and for efficient use of the region's natural resources; and
 - to promote health, well-being and quality of life.

Economic and Housing Growth

4. Support and challenge the development and delivery of the Regional Economic Strategy with partners, to ensure it reflects Government policies.
5. Work with the East of England Skills and Competitiveness Partnership to achieve real progress in delivering enhanced and better integrated skills provision for young people, adults and the business community.
6. Stimulate and challenge Local Delivery Vehicles and others to deliver planned growth by active participation in Local Delivery Vehicle boards and advising and recommending on growth funding bids.
7. Ensure priority local development documents are proceeding according to agreed timescales, with effective translation of Regional Spatial Strategy targets and policies into local plans.

People & Neighbourhoods

8. Challenge and support local partners to address exclusion (crime, education, health, housing, liveability, worklessness) and ensure that race and other equality issues are tackled effectively.
9. Support and challenge across local authorities to achieve the five 'Every Child Matters' outcomes (be healthy, be safe, enjoy and achieve, make a positive contribution, achieve economic wellbeing).
10. Monitor and support the implementation of 'Equity East' – GO-East's action plan on health inequalities.

Working to Deliver More Effectively through a Place-Based Focus



In response to what you, our partners and stakeholders, have been telling us about how we could be more effective, and following the recommendations of the Treasury Review of the Government Office Network, we in GO-East have committed ourselves to enhancing our approach to geographic working.

Our aim is to give you greater transparency about who to contact for key strategic discussions; and to ensure that you are able to engage with a more effective, joined-up approach from GO-East. In this way, we will be able to work more effectively with you to deliver your key priorities and central Government's national policies.

To gear us up to deliver against this objective, and to meet the explicit requirement of the Treasury review, we are enhancing the way teams from across

the Office come together to focus on the places in our region.

From 1 September 2006, named Board members took responsibility for leading a cross-GO team for each of the places (the areas covered by county and unitary authorities) in the region. These teams include a senior colleague from each directorate, who will act as a conduit for that directorate on that place. In this way, expertise from all the teams across the Office will be fed in.

Our Places, Partnerships and Performance Directorate leads will continue to co-ordinate the work on place, as they have been doing on LAAs over the last couple of years.

The grid opposite shows who will be leading on each place for each GO Directorate, but we recognise that everything we do is delivered in

GO-East Geographic Teams

Place	Cambs	P'boro	Beds	Luton	Norfolk	Suffolk	Essex	Southend	Thurrock	Herts
Board Lead	Mike Barnes	Mike Barnes	Tim Higginson	Tim Higginson	David Morrall	Steve Green	Hilary Cooper	Tim Freathy	Tim Freathy	Andrew Limb
CYP (C&L)	Christina Wells	Christina Wells	Graham Last	Graham Last	Christina Wells	Christina Wells	James Parnell	James Parnell	James Parnell	Graham Last
SSC (CSR)	Amanda Redstone	Amanda Redstone	Tim Hedges	Ian Phillips	Nejla Sabberton	Jan Roberts	Sue Lowe	Sue Lowe	Mike Ward	Mike Ward
HCOP (EPPHG)	Anne-Marie Diaper	Catherine Gregson	Catherine Gregson	Beelin Baxter	Catherine Gregson	Catherine Gregson	Elin Johnson	Hermione Lovel	Elin Johnson	Hermione Lovel
EDE (REEP)	David Rogers	Sarah Wordingham	John MacIntosh	Andy Luff	Alan Bell	Andrew Hitter	Paul Witcombe	Andrew Edwards	Rod Gilchrist	Andrew Hitter
D&I	John Williamson + John Brown	Richard Kay + John Brown	Michael Bingham + Mike Evans	John Williamson + Mike Evans	Richard Kay + Malcolm Tilling	Nick Vass-Bowen + Malcolm Tilling	Mike Evans + Michael Bingham	John Long + Mike Evans	John Long + Mike Evans	Mike Harris + John Brown
PPP	Janet Capstick	Janet Capstick	Colin Anderson	Colin Anderson	Fiona Robertson	Fiona Robertson	Richard Potter	Richard Potter	John Coolbear	John Coolbear

places, and that everyone in the office, therefore, needs to contribute to the success of this approach.

Success will mean that we will be better placed to tackle the cross-cutting issues that places face, and deliver our Integrating Initiatives. The recurring theme, and the whole point of this, is to drive more effective delivery of improved local outcomes.

We will continue to focus on those places identified previously as priorities, through these place-based groups (we will naturally spend more time on those areas facing the greatest challenges), and will seek to develop new and better ways of sharing and making the most of our collective knowledge and data about places.

The effectiveness of this approach will be reviewed in Spring 2007.



Working to Deliver through Policy Themes

GO-East as part of the GO Network is *central government in the region making a difference*, and as such is strongly connected into Whitehall. The GO review itself is an expression of central government strategy for delivery through the GO Network.

The GO is the lead for Government in negotiating with local areas on LAAs, LPSAs and place-specific policies, and is taking a stronger role in providing feedback to Whitehall on policy implementation. Our strategic priorities reflect this blend of policy and place.

GO-East's present structure is thematic, with Directors leading for Departmental interests. Our sponsor departments are:

- Department for Communities and Local Government (DCLG).
- Department for Education and Skills (DfES).
- Department for Work and Pensions (DWP).
- Department of Trade and Industry (DTI).
- Department for Transport (DfT).
- Department for Environment, Food & Rural Affairs (DEFRA).
- Home Office (HO).
- Department for Culture Media & Sport (DCMS).
- Cabinet Office (CO).
- Department of Health (DH).

Our Directorate structure, which is set out in the chart opposite, addresses the themes of:

- Development and Infrastructure (including Transport)
- Community Safety and Regeneration (including Culture)
- Children and Learners
- Regional Economy, Environment and Partnerships
- Places, Partnership and Performance
- Corporate Development (including Resilience)

Through the East of England Public Health Group, the GO has shared capacity with the NHS East of England for public health delivery.

This approach has enabled GO-East to develop strong expertise in our specific fields and to effectively inform and advise policy development in Whitehall.



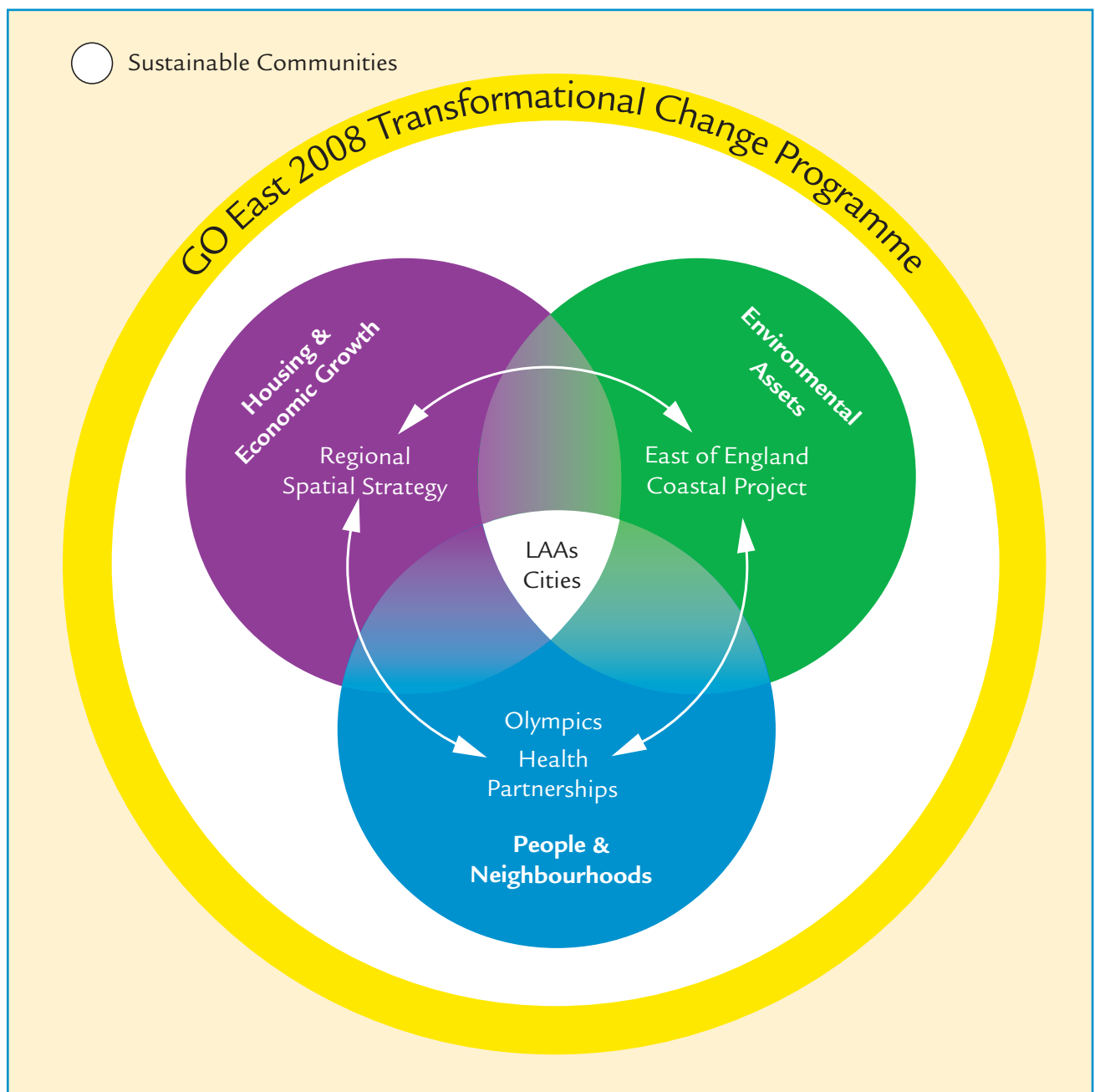
Regional Director Brian Hackland 01223 372502		External Board Associate Richard Childs			External Board Associate Graham Creelman	
Regional Economy Environment & Partnerships	Children & Learners	Development & Infrastructure	Places, Partnerships & Performance	Community Safety & Regeneration	Corporate Development	Regional Public Health Group
Deputy Regional Director Andrea Young 01223 372693	Deputy Regional Director Chris Hilliard 01223 372536	Deputy Regional Director Alex Plant 01223 372723	Deputy Regional Director Vacant 01223 372737	Deputy Regional Director Sue Howl 01223 372560	Deputy Regional Director Catherine Mealing-Jones 01223 372628	Deputy Regional Director Paul Cosford 01223 372802
Head of European Funding David Morall 01223 372696	Head of Children and Learners Hilary Cooper 01223 372539	Head of Development and Infrastructure Tim Freathy 01223 372598	Head of Places, Partnerships and Performance Andrew Limb 01223 372538	Head of Community Safety and Regeneration Tim Higginson 01223 372600	Head of Finance and Procurement Sue Martin 01223 372681	Deputy Regional Director of Public Health Celia Duff 01223 372812
Head of Sustainable Development Mike Barnes 01223 372777	Strategic Change Mervyn Stokes 01223 372527	Head of Regional Planning Michael Hargeaves 01223 372745	Fire Business Change Manager Dave Warren 01223 372964	Communities, Neighbourhood & Culture (Rural Social and Community Pogrammes) Sue Lowe 01223 372599	Head of Resilience Steve Green 01223 372998	Regional Consultant in Public Health Medicine Dr Catherine Gregson 01223 372837
Regional Productivity David Rogers 01223 372771	Young People Tim Barber 01223 372504	Regional Planning & Growth Areas Michael Bingham 01223 372854	Norfolk & Suffolk Fiona Robertson 01223 372544	Communities, Neighbourhood & Culture (DCMS/ Neighbourhood Renewal) Nejla Sabberton 01223 372609	Corporate Strategy Tom McCormick 01223 372650	Regional Consultant in Public Health Medicine Anne McConville 01223 372813
Climate Change Resource Efficiency Sarah Wordingham 01223 372619	Sure Start, Extended Schools & Childcare Tom Anthony 01223 372517	Planning Casework Lindsay Speed 01223 372725	Cambs & Peterborough Janet Capstick to be advised	Communities, Neighbourhood & Culture (Cohesion/ Race Equality) Steve Gallacher 01223 372597	Regional Resilience Jeff Stacey 01223 372994	
Rural Development & Environmental Quality Alan Bell 01223 372773		Development Plans John Williamson 01223 372739	Beds & Luton Colin Anderson 01223 372616	Crime & Drugs Jan Roberts (Crime) 01223 372580	HR Business Partner Nicola Dutton 01223 372668	
Sustainable Development & Regional Partnerships John McIntosh 01223 372761		Housing Solma Ahmed 01223 372530 (Gypsies & Travellers Sheila Clarke 01223 372853)	Southend & Essex Richard Potter 01223 372549	Crime & Drugs Mike Ward (Drugs) 01223 372581		
European Regional Development Fund Andy Luff 01223 372699		Transport John Brown & Mike Evans 01223 372752	Thurrock & Herts John Coolbear 01223 372541			
European Social Fund Andy Hitter 01223 372703						
European Structural Funds 2007-2013 Rod Gilchrist 01223 372687						

Working to deliver through Integrating Initiatives

GO-East is keen to explore new ways to work with our partners in order to meet high level strategic outcomes and aims, particularly through the initiation of cross-cutting “Integrating Initiatives”. These are described in greater depth over the next few pages. They will involve contributions from

staff throughout the various teams and Directorates within the GO, and will operate as cross-cutting initiatives within our focus on the three interlocking policy priorities set out below: housing and economic growth; environmental assets; and people and neighbourhoods.

GO-East’s Integrating Initiatives



Integrating Initiatives

1. Provide support and expertise (with the East of England Development Agency and the East of England Regional Assembly) in developing the **East of England Cities** initiative.
2. Review, monitor and challenge **Local Area Agreements** and negotiate new elements. Identify and progress key issues in particular places.
3. Deliver the **Regional Spatial Strategy**, issuing the final Plan by mid 2007 and facilitating early review of outstanding key issues.
4. Work with regional partners to build on the strength of the region's natural, built, historic and cultural assets to boost economic growth and social regeneration in deprived coastal and rural communities with the **East of England Coastal Project**.
5. Ensure the region benefits from the delivery of the **Olympics** by co-ordinating and communicating with partners internally (especially nations and Regions East) and across government and through the regional business plan.
6. Deliver **GO-East 2008**, our plan to implement the Treasury Review and Prime Minister's Delivery Unit recommendations which will shape the organisation to deliver the business priorities, responding positively to staff and stakeholder feedback, and manage the 2006 Voluntary Early Severance/Retirement scheme.
7. Build a **partnership with National Health Service** East of England to integrate the Department of Health, National Health Service and Government Office agenda on health and health service issues.



Integrating Initiative – Cities

There is growing recognition of the importance of cities as drivers of economic growth. Recent reports such as the *'State of the English Cities'* provide an analysis of the role of cities and their sub-regions, along with an assessment of urban performance across the English regions.

The East of England has no major city of its own, but sits alongside London and contains a range of smaller and medium-sized cities that, together, represent significant growth potential for the region and the country. East of England cities represent a wealth of expertise in the knowledge-based economy and are major players on a national and international stage, as well as significant contributors to the London mega-city region.

In order to unlock the potential of these cities as drivers of economic growth, a partnership has been formed among six key cities across the region. These cities – Colchester, Ipswich, Luton, Norwich, Peterborough and Southend – have been supported by EEDA and GO-East to form Regional Cities East (RCE). RCE aims to provide a platform for the six cities to exceed their individual growth potential by building city sub-regional partnerships and agreeing shared priorities across these urban areas, and sharing expertise and best practice, collaborating on joint ventures and developing greater influence in the region and in government, in order to realise their potential and distribute these benefits across the region.

GO-East is providing support to RCE to develop its Prospectus as well as providing expertise and advice on taking forward its proposals within the prospectus. GO-East is also feeding into Whitehall on the wider opportunities for medium-sized cities as drivers of economic growth. GO-East has also been working with partners to support the growth of Cambridge as a global innovation hub and one of the premier university cities of the world.

GO-East's role

- to provide support and expertise in developing and delivering the RCE vision, ensuring that it is robust and consistent with regional strategies and achieves credibility with govt departments;
- to ensure RCE achieves effective co-operation across the region and within each individual city sub-region;
- to work with EEDA and EERA to provide advice to Ministers identifying the wider opportunities for medium-sized cities and developing policy concepts that have wider applicability/transferability.

How the work is being taken forward in GO-East

The strategic Direction is set by the GO-East Board, with Andrea Young, Deputy Regional Director of Regional Economic, Environment and Partnerships Group taking the thematic lead. A cross-GO 'virtual' team of experts ensure policy priorities are properly reflected within Cities work.

GO-East has established close working relationships with representatives from cities and other partners across the region, including RCE. GO-East are also represented in Whitehall groups discussing the cities agenda and providing advice to Ministers.

By March 2007 we expect to have achieved the following:

- *Summer reading pack* for DCLG Ministers, setting out the region's proposals for greater city-region collaboration, to include:
 - an *overarching 'framework' document* summarising the rationale for, and potential of, city collaboration and wider regional context;
- Detailed discussions with DCLG (and other departments) to develop City proposals, leading to (*early 2007*):
 - proposals for enabling measures in the national guidance for the next round of LAAs (autumn 2006); and

- recognition of the potential of small and medium-sized cities in the 2006 Local Government White Paper and 2007 Comprehensive Spending Review.

Integrating Initiative – Local Area Agreements

What is a Local Area Agreement?

A Local Area Agreement (LAA) is a three year agreement that addresses the priorities for a local area. It is agreed between central government, represented by the Government Office (GO), and the local area, represented by the lead local authority and other key partners through Local Strategic Partnerships (LSPs).

Objectives of an LAA

The key purpose of an LAA is to deliver genuinely sustainable communities through better outcomes for local people.

LAAs also aim to:

- Improve Central and Local Government relations.
- Enhance efficiency.
- Strengthen partnership working.
- Offer a framework within which local authorities can enhance their community leadership role.

The Local Government White Paper and the 2007 Comprehensive Spending Review offer the opportunity to consider further the future of LAAs.



Progress in the East of England

When Thurrock and Southend have completed their negotiations at the start of 2007, all areas within the region will have an LAA in place.

GO-East's role

GO-East has a key role in the LAA process. This involves:

- Negotiating the agreement, including targets, indicators, stretch and enabling measures, on behalf of central government.
- Providing advice and challenge to local areas and acting as a "critical friend".
- Reviewing progress every 6 months and carrying out an annual refresh.
- Contributing to the development of central LAA policy.

Joining up to deliver LAAs

In the same way that LAAs require local partners to join up to deliver local services more effectively, the process requires GO-East to join up in a new way to provide more coherent, consistent advice to all the areas in the region, and to all the partners in each area.

To enable us to do this, we have expanded our place-based teams to co-ordinate the expertise that resides in the policy teams across the rest of the office and within partner agencies, and to manage the interaction with partners in local areas.

With the recent appointment of Board Leads for each "place" in the region, we are further investing in place-based working, and ensuring that our key engagements with local partners are led by senior members of the GO management team.

Joining up in the region

We work closely with EERA on the continuing development of the regional LSP network, enabling us to support shared learning among partners in the region around LAA issues.

We also host and contribute to the informal network of LAA local authority lead officers, who meet every six weeks to share experiences and best practice.

We support EERA and lead authorities on the development of "Building Capacity East", the regional improvement partnership, which allocates the Government's capacity building fund to enhance authorities' and partnerships' ability to deliver public service improvements.

By March 2007 we expect to have achieved the following

- New Local Area Agreements for Southend and Thurrock.
- Refreshed LAAs for Round 1 and Round 2 areas.
- Six month performance reports for Round 1 and Round 2 areas.

Integrating Initiatives – Olympics



Background

The decision on 6 July 2005 to award the 2012 Olympic Games to London was a huge boost to the country as a whole and the East of England in particular. We played an important role in supporting the London 2012 Olympics bid and through effective marketing, public support for the bid was the highest of any region in the UK. Having helped secure the Games, the region is now positioning itself to maximise the opportunities and secure a lasting legacy. The Economic Impact Study, commissioned by EEDA, concluded that the greatest economic and social benefits for our region will be in the areas of tourism, employment and skills, business development, especially the construction sector, inward investment, sport

participation and health. The East of England will host two Olympic events, mountain biking at Weald Country Park, Essex, and white water canoe slalom at Broxbourne, Hertfordshire.

How the work is being taken forward in GO-East

The strategic direction is set by the GO-East board. Sue Howl, Deputy Regional Director Community Safety and Regeneration, has thematic lead responsibility for the Culture and Olympics team. Strong links have been established with key regional partners, including EEDA and Sport England at senior level.

GO-East responds as part of the GO Network to plans driven by a cross Whitehall Inter-departmental Group chaired by the Department of Culture, Media and Sport. At regional level, we sit on the Nations and Regions East, a strategic board, and the Regional Partnership Group, an operational board. As thematic working groups evolve, there will be broader scope for GO-East to add value.

How we link with regional and national partners

GO-East views are represented at the cross Whitehall Inter-department Group, representing the GO network, where we have an opportunity to influence and support national policy and planning. The project is also linked by the GO Culture & Olympics Team through the DCMS GO meetings.

Regionally, the GO-East project sponsor, Sue Howl, sits on the Nations and Regions East Board 'NRE'. NRE is the strategic lead body for the region and is tied into the national Nations & Regions Group by its chair Stephen Castle and the regional Olympics Co-ordinator, Katie Huane. Also represented are EERA, EEDA, Tier 1 Local Authorities and other regional players, such as Living East. NRE is tasked to deliver the regional Olympics Business Plan.

GO-East's Olympics project plan will be aligned to, and supportive of, the Regional Business Plan. Katie Huane is a member of the GO- East Project Board, which will strengthen our regional thinking.

How the work will be delivered through joined up working across the office

A cross GO integrating policy Olympics strategic Project Board is currently being set up. This Board will be supported by Nejla Sabberton, as programme manager and Sue Keith, as project manager. Once project plans and work streams have been identified supporting Project Teams will be set up to deliver and monitor outcomes. Part of the supporting work streams will be to deliver communications and skills and knowledge across the GO.

What outcomes we are aiming to achieve

Aligning key Government strategies to maximise the Olympics legacy. GO-East will seek to ensure that there are opportunities for participation and volunteering, aiming to improve social inclusion, health, skills and build capacity. On Your Marks ESF initiative is a unique collaborative project in conjunction with London and the South East, valued at £16m ESF across the 3 regions and £6m within the region which supports the Government's strategy to help more people into work and to develop a skilled workforce. The initiative supports the employment and skills needs of the London 2012 Olympic & Paralympic Games by developing lifelong learning opportunities within construction, logistics and sport and leisure. It is envisaged that this initial programme will act as a catalyst for further activity within the 2007-13 ESF programme to ensure the regions workforce has the skills and knowledge to support a successful 2012 Olympic & Paralympic games.

By March 2007 we expect to have achieved the following:

- Work with the regional skills and training groups, particularly the Regional Skills and Competitiveness Partnership, to develop an overview of skills needs and delivery infrastructure.
- Support the regional and national Olympics groups and work with key regional partners to ensure priorities are aligned.

- Ensure links are developed with aligning agendas – social cohesion; crime and anti-social behaviour reduction; social deprivation; young and old and that benefits reach the most disadvantaged in society.
- Six On Your Marks funded contracts within the East of England, all due to start in July 2006, providing assistance for almost 5,000 beneficiaries. Outcomes will include achievement of qualifications and employment within key sectors for the region.
- Ensure synergy between Growth Area funding for infrastructure and transport with the Olympics and its legacy.
- Ensure that developments deliver the appropriate legacy for our developing tourism industry.

Integrating Initiative – East of England Coastline Project

A new initiative that builds on some of the region's most distinctive natural assets – its coastline and waterways – to stimulate economic activity in coastal and rural communities. The concept builds on recent work by the region's key partners in the promotion and protection of its natural assets. This culminated in the *Stars of the East* initiative and highlighted the value of the East's finest landscapes in contributing to sustainable economic development – delivering space to breathe, space to work and space to share.

The project is particularly driven by the recognition that the need for growth, in its broadest sense, extends beyond areas destined for major housing development to include our peripheral rural and coastal communities.

The project will engage partners to build an offer for the region that celebrates the rich and diverse culture and heritage of our coasts, rivers and fens – developing untapped economic potential and demonstrating regional and local distinctiveness through enterprises such as local food supply chains and sustainable tourism.

The central objective will be to stimulate sustainable economic activity in peripheral areas of

the region by integrating and packaging our coasts and rivers as a joined-up concept, linked by the unique landscape, culture and heritage – offering visitor experiences themed around journeys of discovery, escape and rejuvenation.

Where are the needs and opportunities?

GO-East will provide leadership for the project, bringing together regional expertise in economic development, tourism, coastline and waterways management and a range of regional partners and local coastal and community interests. Initial partner interest is developing in tandem with EEDA's new regional leadership on tourism, the Environment Agency's emerging work on a waterways recreation strategy and local authority engagement in coastal regeneration.

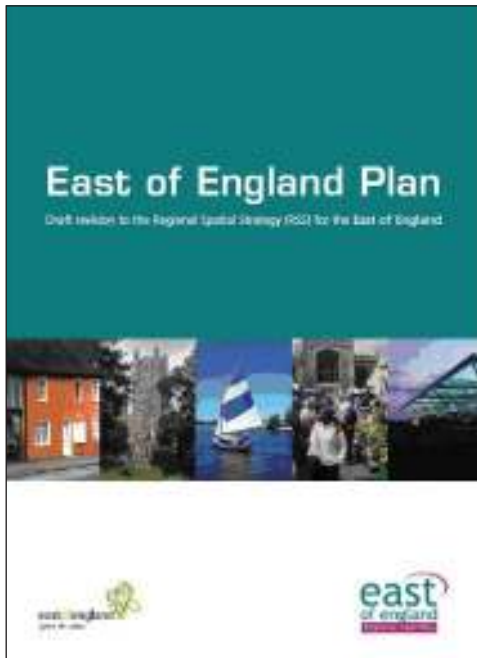
What are the possible outcomes and benefits?

Partners will help develop a range of potential economic and social benefits from the region's environmental and cultural assets. Themes that will give structure to the visit experience and the unique visitor offers will range from wildlife and historic heritage to a range of special interests, festivals or events. For example, coastal paths on foot or bicycle offer opportunities for exercise; They provide access to unique coastal countryside and put communities and visitors alike in touch with fresh local food from the coast and the locality; They also provide a link to places offering a range of special interest experiences or just a chance to enjoy space and relaxation in a unique set of landscapes.





Integrating Initiative – The Regional Spatial Strategy



The East of England Plan (or Regional Spatial Strategy – RSS) provides the statutory development and transport framework for the Region. It defines

the spatial strategy for urban growth and housing and employment development and defines priorities for transport investment and natural resources to 2021 and sets the direction of travel beyond that.

It complements and draws on the Regional Economic Strategy, the Regional Housing Strategy and the Integrated Regional Strategy. It was central to the joint work by EERA, EEDA and GO-East on behalf of the region on the Regional Funding Allocation. It provides the framework for Local authorities' Local Development Frameworks (the new Local Plans) and Local Transport Plans. In the East of England it is particularly important because it establishes how the required higher levels of housing growth in step with the region's growing economy can be achieved in sustainable ways compatible with environmental limits and social inclusion.

Development of the RSS has been led by EERA and GO-East at different stages:

- The Draft East of England RSS was prepared by EERA through an inclusive process involving partners across the region. The Draft was

submitted to the Secretary of State for consultation in December 2004 and attracted 20,000+ comments.

- There was a four month Examination in Public to test the soundness of the draft RSS from November 2005 to March 2006 which allowed stakeholders to debate key issues in the Plan before an Independent Panel.
- The Panel reported in June 2006. The GO then has a key role in translating EERA's Draft RSS into the final RSS working to Ministers on the basis of the Panel recommendations.



RSS will do much to put in place a robust sustainable approach to developing the region. But there are a number of gaps in it. EERA has begun a single issue review to address the serious shortage of sites for Gypsies and Travellers in the region. We also welcome EERA's decision to commence a full review of the RSS in 2007 relating to the 2011-2031 period.

By March 2007 we expect to have achieved the following:

- We will take forward the East of England RSS post Panel Report (June 06), with intra-governmental discussion/negotiations (June-October 06), informed by a Sustainability/Strategic Environmental Assessment also including Appropriate Assessment under the Habitats Directive leading to consultation on the Secretary of State's Proposed Changes (Winter 06-07);

- publication of the final RSS (mid 07); the aim will be to produce an ambitious, proactive strategy which is sustainable and deliverable.

We will work with national, regional and local partners to ensure delivery of the RSS:

- We will work closely with local planning authorities to ensure Local Development Documents are put in place to translate the RSS into specific development proposals to efficient timescales.
- We will ensure key growth locations have the capacity to ensure delivery including by establishing Local Delivery Vehicles.
- We will work with partners to establish a structure of regional partnerships, including the Regional Housing Delivery Group, the Regional Transport Forum and Sustainable Communities Delivery Group to ensure coordinated delivery.

We will work closely with EERA to support them in producing the Gypsy and Traveller Site Review with the Options Consultation in early 2007 leading to their submitting the review to the Secretary of State in Autumn 2007. This is the first such review in the country and with our other site and Local Delivery Document work we see it as a key area where we can make a difference for a particularly excluded community in the region.



Integrating Initiative – Health Partnerships

The East of England Public Health Group (EPPHG) build partnerships with other government departments and public sector organisations to raise awareness, align activity to promote and improve health. We work with NHS East of England, the Strategic Health Authority, to support their strategic leadership, performance management and organisational development roles with respect to improving and protecting health.

New ways of working to deliver national priorities for health and wellbeing will be captured in a Memorandum of Understanding and an annual agreement developed jointly between the Government Office and the NHS East of England.

The new Regional Director of Public Health will be accountable jointly to the SHA Chief Executive and the GO-East Regional Director. He also works closely with the Department of Health.

Transitional work will be undertaken in 2006 to integrate the work of the DH and SHA public health teams.

The GO has demonstrated the priority it affords to closer partnerships with the NHS in its Integrating Initiative in GO-East 2008:

Build a partnership with National Health Service East of England to integrate the Department of Health, National Health Service and Government Office agenda on health and health service issues.

Targeting health improvement

We will work with the Strategic Health Authority to agree health improvement priorities for delivery by PCTs and LAs, led by the Directors of Public Health. We will also deliver on a wide range of priorities listed below.

Local Area Agreements

The EPPHG leads the negotiation, review and refresh of the health element of the ten local area agreements which will soon cover all of the East of England.

Healthy Futures: A Regional Health Strategy for the East of England

The East of England Regional Assembly asked the EPPHG to lead the development of a regional health strategy. Developed with the help of many partners from across the region, the strategy has three main purposes:

- To raise awareness of the issues influencing health in the East of England and the extent of health inequalities.
- To demonstrate that responsibility for the health of people in the region is shared.
- To promote discussion between health care policy makers, professionals, public agencies and organisations to improve health and reduce inequalities.

The EPPHG will work with the Assembly to support and evaluate the implementation of *Healthy Futures*.

Health in Sustainable Communities

We will provide health input to Regional Cities East, Regional Spatial Strategy (RSS) and Growth Areas. PCTs will be supported to address the public health implications of growth and planning. Work will include an assessment of health needs for Gypsies and Travellers linked to the RSS.

Choosing Health – Making Healthier Choices Easier and related Programmes

We continue to support Choosing Health priorities and health improvement by:

- Developing the Food and Health Action Plan for consultation in 2007, engaging stakeholders at an autumn event.
- Implementing the recently launched regional frameworks *Active East* (physical activity), *Smoke Free East* (tobacco) and *Leaner East* (obesity).
- Working with the Children and Learners team in GO-East and through the Healthy Schools Co-ordinator to champion the health needs of children and young people, continuing the successful School Fruit and Vegetable Scheme and promotion of the 5 A DAY programme.

- Work will continue via our teenage pregnancy co-ordinator to achieve the Teenage Pregnancy PSA, providing intensive support to red and amber areas in the region.
- We will build on partnerships with the six Smoke Free Alliances to support the implementation of the Health Act 2006 and *Smoke Free East*.
- We will be working with Home Office partners to lead action on reducing alcohol related harm.
- We will work with the Care Services Improvement Partnership (CSIP) as the regional lead organisation to promote successful progression of the regional Big Lottery Fund Well-being programme bid.



Equitable East

We chair the *Equitable East* forum to support the GO-East action plan on health inequalities. The action plan brings added value by joining up national strategies across government departments at a regional level.

Public Health Workforce and Capacity

Our public health capacity lead has a national role in public health specialist training and ensuring

that the regional programme continues to deliver high quality training. We will support the development of the new PCTs to build public health capacity and capability within the NHS and partners.

Sustainable Development

The future of our role in ensuring the Department of Health's contribution to the UK SD Strategy and the EU SD Strategy is under discussion.

By March 2007 we expect to have achieved the following:

- Submitted a Memorandum of Understanding and annual agreement which sets out the delivery of national priorities for health and well-being and builds on existing partnerships in the region.
- Made significant progress in combining the functions of the EEPHG and NHS East of England public health teams.
- Worked to minimise the loss of public health capacity potentially arising from the current NHS reorganisation.
- Led the successful negotiation, review and refresh of the health element of the ten local area agreements which will cover the East of England.
- Provided input to Health in Sustainable Communities.
- Supported the development of a regional portfolio for the Big Lottery Fund Wellbeing programme.
- Supported the implementation of the regional Obesity Framework and supported the DH Obesity Programme Board.
- Developed the Food and Health Action Plan for consultation.
- Supported and monitored the Implementation of the Tobacco Control Strategy in the light of incoming legislation.
- Developed a regional approach to reducing alcohol related harm jointly with GO-East colleagues in other government departments and the SHA.

Transformational Change Programme – GO-East 2008

GO-East has been delivering a transformational change programme, *GO-East 2008* since October 2005 building on the outcomes of the Partner Survey 2004, Staff Survey 2005 and Peer Review 2005 and designed to ensure that the GO is in shape to deliver on this business plan.

The HMT and ODPM Review of Government Offices, March 2006 sets out the objectives and framework for a strategic, streamlined Government Office Network. The programme's direction of travel has been compatible with local implementation of the Review of Government Offices. GO-East's Local Implementation Plan is therefore being delivered through *GO-East 2008* ensuring continuity and enhancement of the transformational change programme.

GO-East 2008 programme is clearly focused on how to maximise the added value GO-East delivers in the context of the new strategic Government Office role with greater emphasis on policy, delivery and place as defined in the Review of Government Offices. To this end, GO-East, together with the Regional Coordination Unit initiated a commissioned review with the Prime Minister's Delivery Unit, 2006 to identify the action needed to enable the Government Office to deliver the new strategic objectives for Government Offices² and the associated Government Office role and functions in the Region.

GO-East 2008 will:

Transform GO-East into a high performing organisation that delivers the GO-East vision and excellence in policy design, regional strategy and delivery through partnership working for the region's people, places and communities

The programme consists of a prioritised portfolio of 14 interrelated projects planned, managed and delivered through a proportionate programme management approach to achieve the following outcomes by 2008;

Strategic direction and Board development

A clear GO-East strategic direction (vision, policy priorities and strategic outcomes) which is understood by internal and external stakeholders.

A Strategy Board which is highly developed to lead the Government Office's greater strategic role, providing an effective strategic steer to the organisation and a strategic approach to delivery in the region.

Rationalising business functions:

Streamlined organisational functions focusing on what matters to deliver the new Government Office role and GO-East's vision and objectives.

A new GO-East structure:

A streamlined organisational structure supporting effective delivery of the new Government Office role and GO-East's vision and objectives.

Streamlining the workforce:

Effective utilisation of a smaller workforce to deliver the new Government Office role and GO-East's vision and objectives.

Working with place:

Effective joined-up focus on places in the East of England to ensure maximum GO impact on high quality local delivery.

Culture, values and behaviours:

A strategic, dynamic, challenging, high performance culture.

2 Government Office Objective 1: High quality regional and local delivery within and between local areas across the region. Objective 2: Effective policy design for national programmes maximising impact on PSA delivery. Objective 3: High impact regional strategies improving regional outcomes. Review of Government Offices, March 2006.

Strengthening skills and development:

A high performing organisation with a skilled workforce of the right skill mix delivering continually improved performance.

Knowledge management:

Maximised use of organisational knowledge in policy development and decision making through mainstreamed knowledge management.

Communications and marketing:

Effective internal and external communications with stakeholders aware, engaged and involved in delivering GO-East's vision and objectives.

Working with stakeholders:

Strengthened and effective working with Whitehall, partners and other stakeholders.

Aligning regional strategies:

Regional strategies are appropriately aligned with national policies and each other.

Building analytical capacity:

GO-East has access to the analytical capacity and skills it needs to fulfil the new Government Office role.

A sustainable work environment:

Optimised use of the Government Office estate.

Performance management:

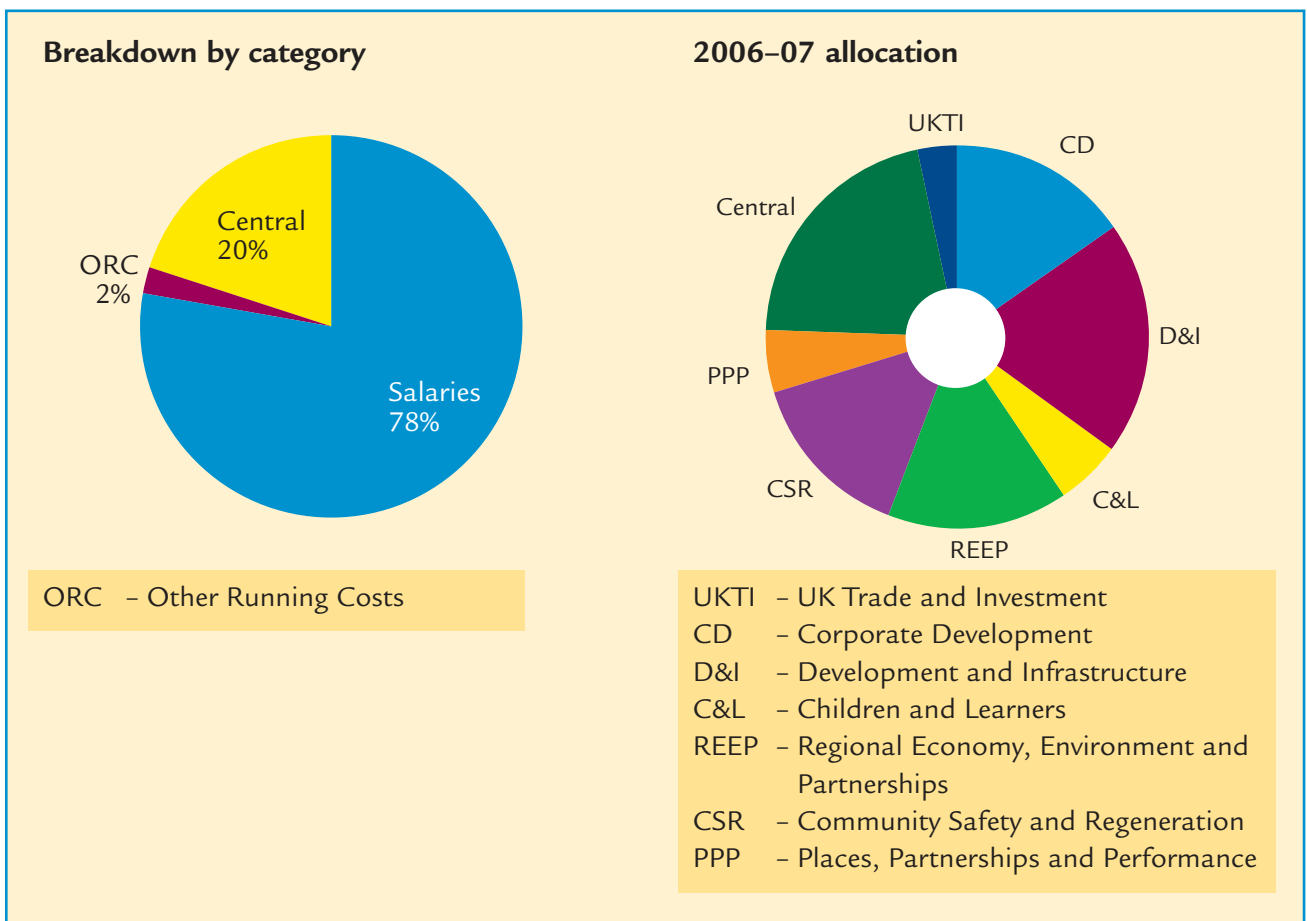
A strategic, integrated, GO-East performance management framework and improved performance.

Resources

GO-East's administrative running costs budget 2006-07

GO-East has a budget of £12.6m, which is used for salaries, central costs (accommodation etc) and other running costs (mainly travel and subsistence).

The budget is allocated to GO-East Directorates, and for the salaries of UKTI staff, in the proportions indicated:





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