



Monitoring

Having analysed the key challenges and competencies within the region, regions should consider developing a process for monitoring the effectiveness of strategies and processes they put in place for moving forwards.

Monitoring is different to benchmarking, which we consider a method for assessing performance against other regions. Monitoring is concerned with the effectiveness of the processes regions develop to achieve their goals. It is similar to evaluation, in that it is concerned with issues such as making sure that all partners are clear about the strategy and have signed up to it; that communication processes are working; and that the strategy is affecting the actions of partners who much behave differently individually or collectively if the region is to progress.

There are, of course, wide ranges of factors that regions could monitor; the choice will be guided by what regions consider being the key drivers for change. But the key feature of monitoring is that it concerns measurement of change over time, it is essentially longitudinal.

This project has identified three foci for monitoring:

Strategic impact - Regions should consider developing methods to assess the extent to which they are, over time, actually moving towards their overall strategic goal. If the overall goal is somewhat intangible, which may be the case if related to wellness, factors relevant to this goal may need to be identified. These could relate to GDP, employment levels, skills or crime levels, or may relate to decreasing the divergence between those most advantaged or most disadvantaged by these factors. Where this is the case the issues about the use of data will apply. Comparator regions may also be used. Where this is the case monitoring strategic impact may equate to a process on longitudinal benchmarking.

Output Delivery – Agencies involved in regional partnerships will have specific roles and responsibilities, for delivering qualifications, funding infrastructure development and so on. Partnerships need to identify what they both need to do and can do to impact on their measures of Strategic Impact - delivering more qualifications should improve skills levels, attracting more companies to the region may impact on employment, while improving infrastructure may be identified as key to GDP growth. Regions should consider these relationships, agreeing what the important outputs of regional activity are and monitoring whether, over time, they are doing more of the sorts of things that should help.

Processes – Regions will develop processes and structures for driving the implementation of their strategy forwards. They may establish partnership support teams, fora for discussion, communications strategies and other devices. Ongoing monitoring of partners awareness of, belief in and commitment to partnership objectives



Regional Key Competencies

- a way to manage structural changes [AT6]

and processes is recommended. Such monitoring may be quantitative, for example tracking attendance at key meeting or fora, or, perhaps more usefully, it may involve longitudinal qualitative assessment through qualitative survey instruments.

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February 2006

