Liverpool CoNet Network Meeting 7th-8th May 2009
Project – Action Plan – Integrated Services

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Local Action Plan – Urbact II understanding

▸ 'Each Local Action Plan should provide for each partner **a concrete roadmap and range of solutions** to tackle the core issues identified at the start of the Urbact project'

▸ 'But there is no rigid definition of what a Local Action Plan has to be, and project partners and Local Support Group members are encouraged to be creative in determining the best format for theirs'

The Urbact II Local Support Group Toolkit 2008

Firstly, I would like to bring in URBACT's information and recommendations concerning the Local Action Plan.

The target is a road map with a range of solutions. (See above).

So: Beyond this, the Local Action Plan can be what you want it to be!

Local Action Plans are a new dimension to the Urbact Programme, they are intended to:

- ► Improve the impact of transnational exchange and learning on local policies;
- ► Give concrete form to the outputs of networking activities carried out by partners;
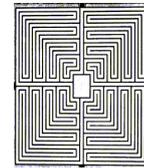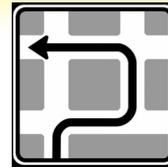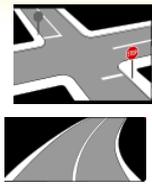- ► Be an instrument of further change.'

The Urbact II Local Support Group Toolkit 2008

,Normally the Local Action Plan will be a written document, but it may be complemented by other media.'

Local Action Plans are new in the Urbact Programme .

Our profession, and most cities have developed a long tradition of planning, with a lot of different forms of „action plans".

Thus we are no beginners – we just have to find out, what we want to do this time in relation to integrated approaches and new government.

Hannover 145 km
8 Düsseldorf 23 km
Messegelände
← Recklinghausen 36 km
Dormagen 42 km →

Umleitung

Road map and a range of solutions

The **"road map" for peace,** a plan to resolve the Israeli-Palestinian conflict was first outlined by George W. Bush in 2002.

Wikipedia:

In project planning: Road map is a synonym for a strategy or project plan.

Characteristics: only preparing the character and rough planning of the long-term steps involved (normally of more than a year).

A road map serves to break down the steps of a long term project in order to make each step easier. In doing so, possible risks and scenarios involved in reaching the target are taken into account.

It´s always interesting to check the meaning of new trendy words like the picture of the road map – and the car driver. Sometimes these words only thicken the fog in terms of communication. The word looks very concrete, but in fact it isn´t very clear. What kind of road maps and roads are there and who is driving the car?

Remember the famous road map to peace first outlined by George W. Bush? So much publicity and nothing positive has been put in place – more the opposite.

But sometimes these trendy words bring about a new way of thinking. Planning methods have really changed a lot. In former times urban and social planners tried to elaborate on detailed and comprehensive plans. Nowadays most planners and cities prefer a loose framework towards action. In Germany we talk about planning by projects, „key projects" and „guide lines", guiding principles or central ideas.

Planners have lost confidence in detailed comprehensive and long-term plans. Planning doesn't have very much say in today's quick changing life. Additionally cities and planners wanted to have the flexibility to benefit from unforseen opportunities.

These new approaches to planning started in the United States and Europe with the „method of muddling through" – they wanted the openness to seize good constellations, the initiatives of citizens and of the economy, also especially important when citizens themselves should be proactive.

So the idea is: to elaborate on shared guidelines to find orientation and to put in place concrete, good „key" examples which might also highlight central ideas.

Important is: both are easier to communicate and thus have more impact.

So the picture of the road map with a range of solutions is not so bad for our action plans.

How

Idea Idea Idea Idea Idea Idea

‚Local Action Plans are likely to have most chance of being implemented if they have been produced and validated collaboratively by key local stakeholders, and with the involvement of the Managing Authorities.'

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Local Support Group
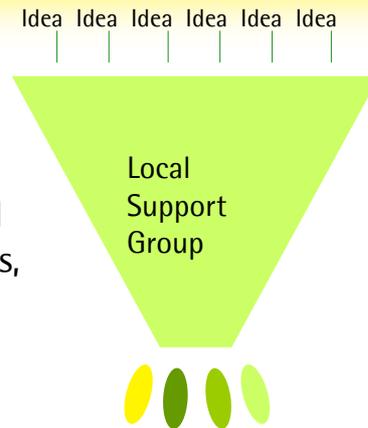
▸Clarify need*
▸Identify potential input and inputers*
▸Disseminate findings*
▸Act as lobbyists* (*Urbact toolkit)
_____
▸Involve and activate multiple players
▸Improve problem analyses
▸Develop innovative ideas

▸Build up common understanding
▸Find consensus on goals and proceeding actions
▸Build up stable structures of governance
And further strategic aspects:
To have information - To be inclusive, open-armed - To get discussions at the round table and not behind backs - To have early warnings about mistakes, problems and conflicts.
....

Now for the core of Urbact's recommendations:

We already talked about the goals and benefits of including local stakeholders.

That´s what I want to underline again here.

Action Plan possibilities

1. Starting from nothing – no plan at all: developing a fully-fledged comprehensive plan, which includes all important action fields .
2. An advanced Master Plan is already in place: developing changes and adjustments to the main plan
3. To prepare the implementation of a concrete project which is an important stepping stone in tackling the core issues of the neighbourhood.
4. To do both: combining one or two with three: preparing a concrete project and integrating this in a wider perspective or programmes.

The first two: The Urbact II Local Support Group Toolkit 2008

The Berlin Team's discussion about the situation in CoNet:
We have different starting points

It is important:

▸ to put something concrete in place – we emphasise projects

▸ to practise Action Learning in CoNet

▸ to not only produce a wish list

▸ to be realistic about the planning framework (i.e. resources available)

▸ to not promise too much

– but we were criticised by the monitoring committee: we could be a little bit more ambitious ...

The Berlin Team's discussion about the situation in CoNet:
We have different starting points (Cont.)

‣ The development of a fully-fledged comprehensive Action Plan is often very much appreciated by the local people.

‣ It is a good possibility to get people to participate.

‣ And of course, it is an important basis of neighbourhood development.

‣ In experienced cities: people are often tired of producing ambitious plans or programmes which are not put in place and which are mainly based on wishful thinking. They are also tired of developing innovative projects, which are not very long lasting (not sustainable projects, lots of projects with little impact). Because of this they often prefer to work on concrete projects.

So the formats of the local action plans and their main emphasis will be different.

Urbact encourages us to be creative and to find the best format of our Local Action Plans.

Time

Urbact:

▸ A Local Action Plan may be put in place early enough so that its implementation can be monitored during the project

▸ Or it might be produced as a final output of the project, to be put in place afterwards (but recommended: some sort of peer review during the project life-cycle – intermediate steps - milestones).

The Urbact II Local Support Group Toolkit 2008

Steps of project development

Main stages of plan preparation and monitoring
Iterative testing
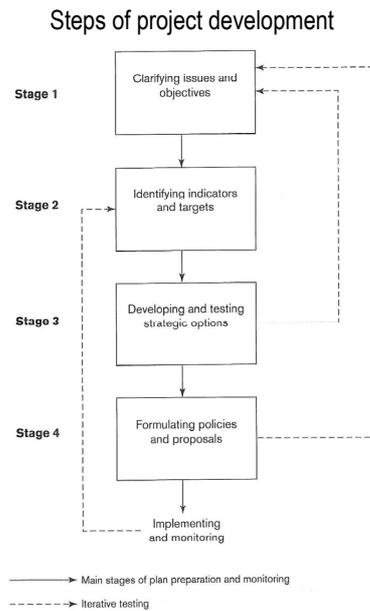
3.2 Integrating sustainable development into development plan preparation
Source: Adapted from DETR 1998: 132

Again we have open possibilities. But if the Local Action Plan is produced as a final result – then we should have intermediate steps or milestones to provide orientation.

But the state of the art in modern planning is parallel proceeding – not linear proceeding.

- To work on an action plan with a wider and also long-term perspective.
- And to pay attention to emerging chances – to be open to this.

Especially in neighbourhood development, action very much depends on what people have in mind and on what talents they can bring in. „Bottom up" – „grass roots" proceeding produces other dynamics than abstract proceeding.

- And also starting immediately with first steps to realise a project. This again produces positive dynamics. (The process is also part of the solution, learning by practising for example new cooperations).

Project planning:

necessary steps

And don't leave anything out:

Issues in short	To clarify:
Why	goals
What	actions (measures, projects)
Where	location urban design
Who	those responsible and partners (stakeholders)
How	methods
By means of	resources
When	time

But always the classical steps of project planning should be done:

...

And don't leave anything out!

Integrated project planning

Integrated Projects: Issues to be clarified in Project Planning

Issues in short	To clarify:	Questions for integrated approaches
Why	goals	Are they multi-layered? Are they harmonised and supporting each other?
What	actions (measures, projects)	Concerning different action fields? Harmonised and supportive? Anything that weakens this project?
Where	location urban design	Inviting and connecting urban design: accessible, central location? Connected to education and community hubs? Barrier-free environment?
Who	those responsible and partners (stakeholders)	All stake holders involved? Their actions harmonised/coordinated/supporting each other? Partners acting together?
How	methods	Are beneficiaries and stakeholders active in developing, deciding, running and communicating the project?
By means of	resources	Harmonised/supporting finances/ budgets in different action fields? Pooling of resources? Are resources (money, locations, equipment, staff, volunteers) efficiently contributing?
When	time	Harmonised/supportive timetable? Which important tasks should be done first? Which projects should be done simultaneously, to support each other?

I'd like you to think back to our special questions of integrated project planning. Are goals, actions and so on ...

- harmonised

- or better supporting each other?

Result Action Plan:
Clarification of the relations to the decision makers

▸ The Action Plan or recommendation will affect whose actions and whose resources?

▸ Who is the receiver of the Action Plan or recommendations?

▸ How is the working process integrated with that of the responsible   decision makers?

▸ What is the status of the Action Plan or recommendations?

- Proposition: voicing an idea
- Preparation paper for official decision maker
- consultation obligation
- binding decisions

„We are also the people"

Commissioner for Integration and Migration in Berlin, 2005; photo: Andreas Schoelzel

And I'd like you to remember my statement in Vaulx-en-Velin:

‚Clarify the relations to the decision makers'.