

Carnegie UK Trust

Embedding Wellbeing in Northern Ireland

Phase 1: Expression of Interest

By submitting this Expression of Interest, the Local Authority enters the first phase of selection for participation in the Carnegie UK Trusts programme Embedding Wellbeing in Northern Ireland, from mid-2018 to December 2020. This Expression of Interest must be submitted with a letter of support from the Local Authority Chief Executive and Chair of the Community Planning Partnership for participation in the programme. Please also attach a copy of your Community Plan and any relevant progress reports or updates.

The documents should be submitted no later than Monday 30 April 2018 at 5pm to Alison Manson, Corporate Services Officer, at the following email address: alison@carnegieuk.org. Acknowledgement of receipt of the documents will be sent to applicants.

Applicant details

Local Authority area	Derry City & Strabane District Council - Strategic Growth Partnership/Community Planning Partnership
Lead contact	Rachael Craig
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Community Plan

Please provide a brief overview of your Community Plan including what your priorities are for improving outcomes locally, and how these outcomes align to the draft Programme for Government outcomes framework. (Max 800 words)

Derry City and Strabane District's (DCSDC) Strategic Growth Plan/Community Plan (appendix 1) was developed as a result of a significant 24 month co-design process and launched in November 2017. The agreed vision defined within the plan is to be *"a thriving, prosperous and sustainable City and District with equality for all."* The plan's mission is to *"improve the social, economic and environmental wellbeing of all citizens and to do so in a sustainable way"*.

Over 15,000 people were engaged to agree eight outcomes - aligned to the three domains of wellbeing - and to the outcomes within the draft Programme for Government as detailed below:

Economic Wellbeing:

1. We are better skilled and educated (Refers to draft PfG outcome 5, 6 &10)
2. We prosper through a strong, sustainable and competitive economy (Refers to draft PfG outcomes 1, 5, 6 & 11)
3. We live in the cultural destination of choice (Refers to draft PfG outcomes 5 &10)

Environmental Wellbeing:

4. We live sustainably – protecting and enhancing the environment (Refers to draft PfG outcome 2)
5. We connect people and opportunities through our infrastructure (Refers to draft PfG outcome 11)

Social Wellbeing:

6. We live long, healthy and fulfilling lives (Refers to draft PfG outcomes 4 &8)
7. We live in a shared, equal and safe community (Refers to draft PfG outcomes 3,7,8 & 9)
8. Our children and young people have the best start in life (Refers to draft PfG outcome 12)

Fig 1 – Strategic Growth Plan Summary; Our Outcomes & Alignment to the Domains of Wellbeing.



A number of indicators are also detailed within the plan which have also been aligned to the indicators within the draft PFG framework. The plan also has over 200 actions co-designed and agreed to 'turn the curve' on the forecasted trend for this area.

An economic modelling system was developed by the Ulster University Economic Policy Centre to measure the likely impact of the plan. With a projected £3.4bn of capital expenditure during the plan period (which includes significant private sector development driven by public sector stimulus and intervention) the model forecasts an increase of approximately 10,000 additional people living within the City and District and the creation of almost 15,100 new jobs if all the projects are included and delivered in full within the plan timeframes (figures which exceed current baseline non-growth plan projections by over 100%).

The projected increase in employment – and decrease in inactivity level within the working age population will have a significant impact upon the level of unemployment within the Council area. It will decrease the unemployment rate, if the ambition is realised to 2.6% - slightly below the Northern Ireland average for the first time in the recent history of the City and Region.

The Strategic Growth Plan also identifies a number of priorities – or specific catalyst projects which, if achieved, have been forecast to contribute significantly to the outcomes within the plan, transforming the City and District and improving overall wellbeing.

These key catalyst projects include:

- The expansion of the University of Ulster at Magee
- The development of our key regionally significant economic sites
- Significantly enhancing our external and internal connectivity

Before publishing the Strategic Growth Plan cross referencing was undertaken to ensure that these projects were featured within the draft Programme for Government framework and its delivery plans. The Programme for Government Framework (2017) p.88 states under the “We have more people working in better jobs” outcome: “We will work with Ulster University on a long term development plan for Magee Campus”; Moreover, within the delivery plan for indicators 23, 25 and 47 on p.33 it states a commitment to: “Upgrade the A2 Buncrana Road to create a cross-border economic corridor” and similarly on page 34 the same delivery plan outlines a commitment to the delivery of the A6 & A5.

The economic modelling on the actions within the Strategic Growth Plan indicates that if these catalyst projects are not delivered then the associated positive impacts of the plan will be reduced by approximately 50%. They have forecast that if these projects are not delivered, unemployment and economic inactivity will remain above the NI average, and it will therefore be unlikely that the plan will ‘turn the curve’ on forecasted trends for the Derry City and Strabane District Council area, and the ‘wicked problems’ entrenched within our local communities will continue, and possibly deteriorate further.

Ways of working

The Carnegie UK Trust wishes to work with Local Authorities who share the Trust’ s understanding of wellbeing, and commitment to partnership working and participation.

Please provide a description of your understanding and application of wellbeing within the context of your Community Plan. (Max 300 words)

Wellbeing is a holistic concept, bringing together social, environmental, democratic and economic outcomes. A wellbeing approach asks us to consider how society is progressing,

rather than using economic indicators as a proxy for wellbeing. It allows us to look at the outcomes and puts wellbeing or quality of life at the heart of evaluations.

We have applied our understanding of wellbeing by:

- recognising that our economy means so much more to us than GVA. We want our economy to grow in a way that reduces inequality because evidence shows that where there is inequality there is poor wellbeing, poverty and disadvantage. We have indicators which consider longitudinal and wide ranging impacts such as the proportion of children with a low birth weight, and consideration of the impact of heritage on the wellbeing of place and its inhabitants;
- the significant consultation and engagement process in developing the plan and also by engaging local communities in the development of eight local community plans – so local people were connected to the outcomes and engaged in the delivery at a local level. Over 15,000 people actively participated in the co-design process of our outcomes, indicators and actions;
- The Strategic Growth Plan was balanced across the three domains of wellbeing as was Council's organisational design;
- The early establishment of the Strategic Growth Partnership in July 2016 which is co-chaired between the community and voluntary sector, the business community and the statutory sector. This partnership heralded new ways of working and an integrated and inclusive approach. It includes central and local government; statutory and support partners; Elected Members (our MEP, 4 MLAs and 5 Councillors) and the community and voluntary sector - all working together to collectively deliver actions. This whole-system, collaborative approach represents a shift from the traditional ways of working;
- Close alignment with the draft Programme for Government framework – to ensure that the whole of government is working together to address the needs of local communities.

Please outline how you are working with partners to deliver on the Plan's commitments with examples of how partners are taking a lead role in delivery. (Max 500 words)

The Strategic Growth Partnership (Community Planning Partnership) was formed in July 2016 to provide overall governance and oversight of the Community Planning Process.

This partnership is co-chaired by the community and voluntary sector, the business sector and the statutory sector with the Mayor. The statutory partners named in the legislation are joined by political representatives (our MEP, 4 MLAs & 5 Councillors), some Central Government Departments, the Community and Voluntary (C&V) Sector and other

key regional support partners – such as the Ulster University and the North West Regional College. The membership of the Strategic Growth Partnership is outlined below in Fig 2.

Fig 2. Strategic Growth Partnership Membership

Statutory Partners



Support Partners



The Strategic Growth Partnership provides the strategic direction for the development, implementation, delivery, monitoring and review of the both the Strategic Growth Plan and the 8 Local Area Based Community Plans.

A draft Partnership Agreement is in place for the Partnership which states that those officers attending meetings *“will be expected to speak authoritatively for their organisations and commit them to agreed courses of action.”* In doing so partners are demonstrating their commitment to the community planning process by being accountable for the successful delivery of actions which contribute to achieving our outcomes.

We also have developed eight Outcome Delivery Plans, aligned to our 8 outcomes.

Outcome Delivery Partnerships (ODPs) have been established to implement, deliver and report on the actions in the Strategic Growth Plan. Membership of the ODPs comprise all the partners responsible for the delivery of actions within a particular outcome. **Statutory Partners within the ODPs have agreed to lead on the implementation and be named as accountable for specific actions.** For example the Western Outcomes Group are currently leading on the Children and Young Persons Outcome and are named as responsible for the delivery of many of the actions within the Children and Young People’s outcome delivery plan. Similarly the PHA and the Western Trust are leading on the Health and Wellbeing Outcome.

Whilst this Community Plan/Strategic Growth Plan takes a strategic view of the whole District, it is also important to connect to the needs and aspirations at a more local level within our neighbourhoods and communities. As part of the co-design process **Eight Local Area Based Community Plans have also been developed** (appendix 2.). Local residents and our statutory and support partners have given their views on how public services can be better provided in their own community areas and have identified local actions to address these local needs, reduce inequalities and improve wellbeing. Implementation of the Local Area Plans will be overseen by **Eight Area Based Locality Planning Groups**.

Please outline how you will continue to engage people and communities for the duration of the Plan, and give details of how the Community Sector is participating in the governance structure of community planning. (Max 500 words)

The active participation of all partners, including the Community and Voluntary Sector has been a particular strength from the outset. The C&V sector co-chairs the strategic partnership and is represented at all levels of the Strategic Growth Delivery Structure. At the strategic level there is representation from an urban and a rural network organisation and the chairs of the 8 Locality Planning Partnerships have seats. The Community and Voluntary sector is also represented within the Delivery Partnership tier also. Active participation at this operational stage of implementation provides an opportunity for scrutiny and challenge by the C&V sector. There is also eight local community planning partnership groups which are primarily represented by locally based groups and volunteers. Moreover an equality and scrutiny group has been established to oversee the policy development and implementation process from an equality perspective and this includes representative advocacy groups, individuals and volunteers.

One of the actions under the outcome “*We live in a shared, equal and safe community*” in the Strategic Growth plan relates to “*developing co-design and co-production ways of working*”. Building on the co-design processes to date to develop the strategic and local plans, the Partnership is keen to further deliver effective co-design and co-production measures in the implementation of the plan, fully understand what this means in practice and how it can be developed.

Scoping is underway to consider partnering with the Consultation Institute to consider gaining certification on consultation and engagement best practice, securing quality assurance certificates and benchmarking of practice against other standards with ideas for improvement.

In this context, a communication and engagement strategy is yet to be formally developed. It is interrelated to the monitoring and evaluation framework which is under development within the Department for Communities and indeed scoping on co-production and co-design going forward.

The partnership has however, significantly invested in a communication and engagement campaign as a result of the plan. In the winter of 2017/18 the partnership launched a range of digital tools - such as a bespoke website for the partnership, videos to communicate the intention of the plan and agreement of the 'Making it Happen' brand by all Community Planning Partners. These tools will allow local people and communities to identify when actions are being completed as part of the plan and will reinforce the joined up partnership approach in the delivery of the plan.

In the interests of openness and transparency the Strategic Growth Partnership meetings are open to the public to attend with notice of meetings advertised in local media 1-2 weeks in advance. Ongoing profile pieces are placed in the local media to provide updates on the progress of the plan and what the partnership considers at its meetings.

The Grow Derry Strabane website (www.growderrystrabane.com) has also been developed as a one stop portal to provide information to all stakeholders in relation to the ongoing implementation and monitoring of the Strategic Growth Plan.

A Citizen Survey was commissioned as part of the baseline data gathering in the development of the Plan. This survey was issued to 1,400 households and going forward it is anticipated that we would continue with this model and commission future Citizen Surveys at 4 – 5 year intervals. The focus of future Citizen Surveys will be to determine local citizens' awareness of the Community Plan and obtain their views on uptake and progress to date.

In addition to these council wide Citizen Surveys we will also be undertaking other ad hoc survey work to identify any information/data gaps in the monitoring and evaluation of the Plan. It is anticipated that we will utilise the cloud based Citizen Space consultation software which the council has procured for this.

Community Planning: Successes and challenges

Please outline the three main successes to date in developing and/or implementing your Community Plan. (Max 300 words)

The three main successes to date in developing and implementing the Community Plan in Derry City and Strabane District Council area are as follows

Year of Youth 2019 and European Youth Capital bid driven by engagement with children and young people:

Following identification of a set of specific needs put forward by local young people as part of this co-design process to develop the community plan, Council submitted a bid to become 'European Youth Capital' (EYC) in 2019 and was shortlisted to attend the awards ceremony in Bulgaria. Derry City and Strabane District Council were the only Council from Ireland and Northern Ireland to be shortlisted. While ultimately unsuccessful in securing EYC designation, Council have made a commitment to the 10,000+ young people who actively participated in the community planning and EYC bid process to proceed with a dedicated Year of Youth in 2019. The continued and active engagement and empowerment of young people is therefore a key action under the Children and Young People outcome. This approach has been heralded by the Children and Young People's Commissioner as best practice in the development of Community Plans (see appendix 3 – Children's Version of Community Plan). Moreover the Western Outcomes Group have taken the lead on the delivery of the children and young people's actions within the plan. This prevented the creation of another structure for delivery.

Council and cross border alignment on the domains of wellbeing

The Reform of Local Government presented a unique opportunity for councils to fully embrace a shift towards adopting a wellbeing approach in their delivery of services. In cognisance of this Derry City and Strabane District Council, when formulating a new corporate structure, made a conscious decision to align directorates to the domains of wellbeing 'Environment and Regeneration' (Environmental); 'Business and Culture' (Economic); and, 'Health and Communities' (Social). In doing so this ensures that there is a whole Council commitment to the delivery of the plan, alignment between the delivery of council services and their contribution towards working to achieve the outcomes of the Strategic Growth Plan. This alignment was also created within the North West Cross Border Strategic Partnership and its plan for Strategic Growth and regional development. All council Directors, Heads of Service and senior managers on a cross border basis have accountability and responsibility for the delivery of the actions within the plan(s). Moreover, Queens University's Centre for Cross Border Studies currently are bringing together community groups from both sides of the border to get their feedback on the draft 'New Common Chapter for Cooperation Within and between these Islands' developed by a number of groups from North and South. This pioneering opportunity for collaboration is also presented within the framework of our Strategic Growth Plans/Community Plan.

Building on excellent existing collaborative relationships.

The readiness for collaborative working amongst community planning partners in Derry and Strabane has proven to be a key asset in the process to date. We have been able to build on the innovative work initiated in Derry City as part of the *One Plan* and the *Future Search* process in Strabane District. In particular the degree to which statutory partners understand the principles of collaborative working and the way that they have been, and continue to be, engaged at all levels of the process (Fig. 4) creates a suitable platform and a readiness for partnership working.

Fig 4. Partnership Working



Please outline the three main challenges to date in developing and/or implementing your Community Plan, including how the Local Authority is overcoming these challenges. (Max 500 words)

The three main challenges to date in developing and/or implementing the Community Plan in Derry City and Strabane District Council are as follows:

1. Turning the curve on forecasted deprivation trends

The socio-economic statistics for the Derry City and Strabane District Council are well rehearsed. Within NI, the council area has the highest levels of its residents claiming Job Seeker's Allowance (currently 4.2% DCSDC; 2.4% NI) and whilst this level has been falling we have been unable to close the gap relative to the rates experienced by NI as a whole. Alongside these levels of unemployment, DCSDC also experiences the highest levels of economic inactivity (37.7% DCSDC; 26.0% NI, 2016) resulting in large swathes of our population disconnected from the labour market.

In terms of overall deprivation, of the ten most deprived Super Output Areas (SOAs) within NI, five are located in DCSDC. These areas cover both Derry City and Strabane, with NI's single most deprived SOA, in terms of overall deprivation, located in 'East' in Strabane. In the same vein, Northern Ireland's most deprived Small Area (SA) is located within the Ebrington Ward, on the Waterside.

The breath of deprivation is also an unfortunate reality within our council area. Our areas most adversely affected by overall deprivation, tend to be the areas that have the highest levels of specific types of deprivation, i.e. deprivation as measured by income levels, employment levels, health issues as well as education.

In addition, the profile of our council area also means that sitting alongside our large urban concentrations we also have some of the most deprived rural areas ('Plumbridge' is ranked highest in NI) as measured by deprivation in terms of 'Access to Services', thus highlighting the remoteness experienced by many of our residents.

The challenge is clear and the plans are now developed to improve wellbeing and address these difficult and entrenched problems. We now need to deliver and demonstrate improvements in our quality of life as so to ensure local people remain engaged in the process and are hopeful for the future.

2. Continually engaging with local communities and delivering on expectations.

As part of our co-design process we had a robust evidence base in relation to what local communities and stakeholders wanted to see delivered to change fortunes and improve wellbeing in Derry and Strabane. Whilst the substantive actions within the plan can be

progressed - business cases for some of our key catalyst projects are awaiting ministerial approval. In order to overcome this we have developed a detailed statement of intent to deliver a City Growth Deal for the area. Our statement of intent features the key projects within the Strategic Growth Plan. The Partnership is now faced with the challenge to continue and build on the momentum that has been created as a result of the co-design and development of the plan. The partnership wishes to continue the conversation with local communities and stakeholders and engage on an ongoing basis with our citizens in the delivery of the plan. The strength of our plan is founded on this groundsway of opinion and we want to ensure that this is maintained. As outlined above – the Council and its partnership is currently scoping tools available with the Consultation Institute to ensure that the conversation continues and people remain resolute and engaged in the plan and its processes.

3. **Brexit** presents unique challenges and opportunities for a City and District straddling a Cross jurisdictional border. DCSDC and Donegal County Council published research in February 2017 outlining that while the results of Brexit will have a differential geographical impact across these islands, the effects on the North West Region may be significant and sustained unless coherent, decisive, mitigating actions are in place. Strong cross border collaborative arrangements have been put in place. The model is Council-led and is founded on a principle of partnership between local and central government with place-making at its core and with a focus on driving regional economic growth and investment, physical and environmental development and social and community cohesion and wellbeing across the North West in particular the Derry City and Strabane District and Donegal County Council areas.

At a strategic level it comprises the **North West Strategic Growth Partnership** which includes the Chief Executives of both Donegal County Council and Derry City and Strabane District Council, the Mayor/Cathaoirleach of each Council and representatives from the key Government Departments, North and South, with a brief in economic and regional development. This body plays a key role in supporting central government to deliver on the North West Gateway Initiative and in tracking key central government investments relevant to the growth of the North West Region.

Moreover similar collaborations with the Centre for Cross Border Studies to create “A Common Chapter for Collaboration” ensure that grass roots communities are also engaged in dialogue to scope, mitigate and capitalise on the opportunities and challenges presented by Brexit.

Please identify your Community Planning priorities for the next three years.
(Max 300 words)

Developing collaborative advantage

The co-design and co-production of the Strategic Growth Plan has already seen a significant shift towards creating collaborative advantage amongst Community Planning partners. It is hoped that going forward we can further build on this integrated and inclusive approach by establishing effective collaborative relationships and build capacity to support inclusive growth. We want to do this within the Strategic Growth Partnership; Outcome Delivery Partnerships; and Local Area Based Planning Partnerships in their ongoing establishment, development and implementation of the Community Plan.

Focus on skills

Education and Skills is a key focus of the Strategic Growth Plan. We are focused on creating a UNESCO accredited 'Learning City and Region' aligned with the university expansion. We believe a strong focus on skills will be fundamentally critical in improving the wellbeing of our citizens in the City and Region - given its positive impact upon the labour market and skills, through the provision of skilled graduates and the increased availability of training opportunities. Currently the skills requirements within the forecast does not match with the skills of those who are currently out of work within the Council area. Successful delivery of the plan is dependent on the upskilling of the local population and this is one of the immediate priorities of the Plan.

Data Gathering/Monitoring & Evaluation

The Strategic Growth Plan has been informed by a robust evidence base and identifies a suite of indicators that have informed the basis of the Plan. These 'Population Indicators' align closely to those of PfG in terms of measurement, robustness and availability at a Council wide level on an ongoing basis. The focus going forward will be to agree baseline measures, performance measure data, and best methods of data gathering required to meet the requirements of the Strategic Growth Partnership in the monitoring and evaluation of the plan. The initial steps in identifying and collating such information is already underway within individual Outcome Delivery Partnerships.

Declaration

Participants in the Embedding Wellbeing in Northern Ireland programme will be expected to commit to the principles of openness, partnership working, shared learning, and participation. The Chief Executive of the relevant local authority and Chair of the Community Planning Partnership will be asked to sign a Memorandum of Understanding which commits the participants to the above principles and an openness to publication of the participants' experiences and performance in the programme.

By submitting an Expression of Interest and supporting documentation, I/we hereby confirm that I/we will participate in the programme for its duration and in accordance with the above principles.

I/we certify that the information contained in this Expression of Interest and supporting documentation is complete and accurate to the best of my/our knowledge.

Signature:



Print name: Rachael Craig

Date: 30/04/2018

Checklist

- ✓ I have completed each section of this application form.
- ✓ I have attached a letter of support from the Local Authority Chief Executive and Chair of the Community Planning Partnership.
- ✓ I have attached a copy of my Community Plan and any relevant progress reports or updates.
- ✓ We (the Local Authority) are committed to engaging in peer-to-peer learning with the other Local Authorities participating in the programme, and sharing learning with other Local Authorities in Northern Ireland across the duration of the programme. We will take part in an evaluation process to enable policy learning across the UK, and report to the Carnegie UK Trust and project Advisory Group as required.
- ✓ We understand our commitment to engage proactively in the programme which will involve committing in-kind resources, including staff time.