REGIONS & CITIES | European Week Brussels 8-11 October 2018

Welcome

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Turning Ideas into Action:

Delivering Change for Cities

European Union
European Regional Development Fund

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Ian Graham

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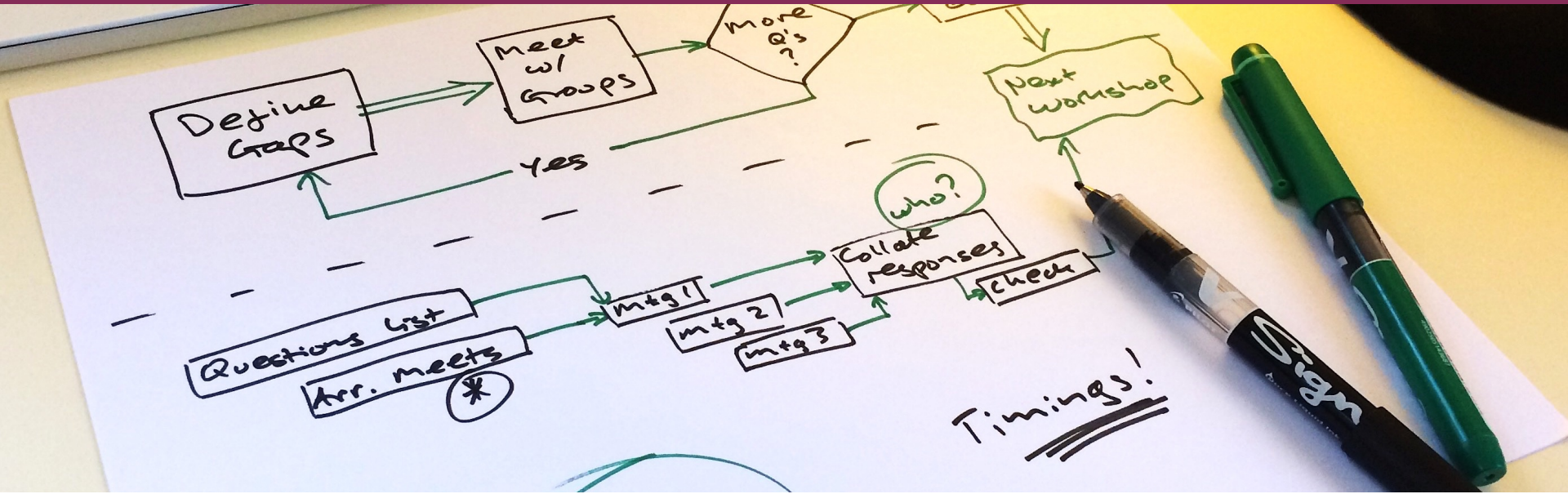

Implementation in Cities

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Implementation is…

about **change**

about **process**

"**context** specific"

Implementation is about **change**

changing policy is NOT changing reality

implementing policy *might* change reality…

If it is done well

Implementation is about **process**

Doing the right things, in the right way

Tracking, monitoring, management

Completing and finishing things

It's about detail

But also about Leadership…

Implementation is "**context** specific"

Implementation of any strategy is highly dependent on the local circumstances and conditions

Implementation is…

about **change**

about **process**

"**context** specific"

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Change in cities – the URBACT context

Exchange & Learning amongst Cities

Action Planning - Implementation - Transfer

Set of Principles & Methods

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Integrated Urban Development

Participatory Processes

Policy Design

Policy Implementation

Building and Sharing Knowledge

URBACT Implementation Networks

INT-HERIT: Heritage Management

Stay Tuned: Preventing Early School Leaving

Creative Spirits: Creative & Cultural Industries

URBinclusion: Poverty & Social Exclusion

http://urbact.eu

Policy and Implementation

Urban & Social Challenges

Two basic situations:

We DON'T know WHAT we need to do

We DO know WHAT we need to do

We DON'T know WHAT we need to do

Need a
Policy Idea

We DON'T know WHAT we need to do!

DO

Policy Idea

Create a Plan

We DO know WHAT we need to do

Policy Idea and Plan

Implementation

We DO know WHAT we need to do

Why does the plan not get implemented?

Why does the plan not achieve the results we expect?

We don't know HOW to implement it

(capability)

Policy Idea and Plan

Implementation?

We don't know HOW to implement it

(capability)

Policy Idea and Plan

Challenges & Barriers

We don't know HOW to implement it completely

(capability)

Policy Idea and Plan

Implementation

Challenges & Barriers

What are the common

Implementation Challenges?

Implementation Challenges

Questions to consider:

- What might be the **difficulties** or **barriers to success**?
- What **examples** do you have from your own experience?
- Are there any problems that **happen repeatedly**?

What are the Common Implementation Challenges?

(Excluding securing funding)

Integrated working - coordinating the work of all delivery partners

Stakeholders - keeping all the relevant people informed and engaged

Monitoring performance – tracking your delivery programme / projects

Making it specific - Turning high level strategy into an operational action plan

We struggle with HOW to overcome the challenges

Policy Idea and Plan

Challenges & Barriers

(capability)

We know HOW

Policy Idea and Plan

Implementation

We know HOW

Policy Idea and Plan

Implementation

We know HOW but we can't make it happen

(Focus and Resources)

Policy Idea and Plan

Implementation

Capability

Focus

Resources

Policy vs Implementation

Policy Idea and Plan

WHAT

≠

Implementation

HOW

Sometimes, we know WHAT, we know HOW but…

Policy Idea and Plan

Implementation

Challenges & Barriers

City experiences...

Corinne Hooge

GRANDLYON
la métropole

URBinclusion
Combating poverty in deprived urban areas

Arwen Dewilde

ghent: so much city

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BOOSTING THE FREQUENCY OF QUALIFICATION

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Delivering change for Cities

Experience from the Lyon Metropolis in the field of social development

Corinne HOOGE, Project manager

INTRODUCTION

30 years of strategic planning … and cities still face difficulties to address change challenges

Complexity of issues: sustainability, globalization of economy, migrations…

Rapid change in society: lifestyles, ageing, family structures…

More and more citizens express mistrust about the efficiency of public policies

Decline in public finances

> Need to renew the way public action is designed and implemented!

—

URBInclusion: combating poverty in deprived urban areas

9 Cities: Barcelona, Copenhagen, Glasgow, Krakow, Lyon Metropolis, Naples, Timisoara, Trikala, Turin

Peer exchanges on the implementation of local initiatives

5 implementation challenges: integrated strategies, integrated action plans, partnership working, financial innovation, monitoring and evaluation

KEY IMPLEMENTATION CHALLENGES FOR THE LYON METROPOLIS POLICIES

Build synergies between public policies

- Economic development & socio-economic inclusion
- Housing & social housing policies

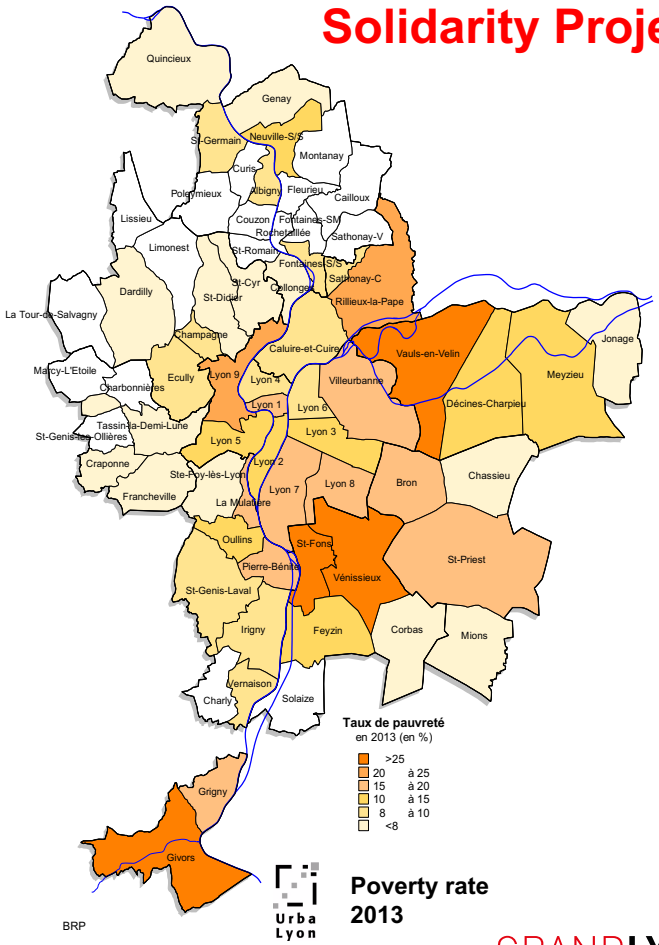
Take into account users and their lifestyle

- Enabling everyone to live well in the City > towards an extended and diverse services offering
- Diversifying the support towards the most vulnerable groups

Strengthen horizontal partnerships

- Developing networks with key local stakeholders
- Sharing diagnosis on the issues to address in priority
- Making progress towards coherence and coordination of actions

The Metropolitan Solidarity Project



GRANDLYON
la métropole

THE METROPOLITAN SOLIDARITY PROJECT

First Metropolitan comprehensive strategy combining social, economic and urban development

- Adopted on November 6, 2017
- Major guidelines for social and medico-social policies over the next 5 years
- A large consultation : 2000 people – elected representatives, institutional partners, large NGO's, policy officers …

The Metropolitan Solidarity should be adapted on local areas according to their characteristics and needs

- Launch of the « Social Territorial Projects » on 11 social territories
- A shared social diagnosis with local stakeholders
- A choice of the key actions to be developed in priority (among the actions of the Metropolitan Solidarity Project)
- Next step: finding ways to implement these actions together with local partners

Strengthen horizontal partnerships:

> Preventing early school drop-out

Situation: more than 1 400 children between 15 and 17 years old, were school dropouts (2013) > rate *of dropout: 7,4% for Vénissieux! (3,8% average rate).*

Set-up an experimental action to prevent school dropout from the 3rd cycle (last years of primary school)

Implementation process:

- Important consultation with local actors and partners: municipalities, national education, community centres, etc.
- Half-day training sessions for primary and secondary school teachers to provide knowledge of the realities of the territory and of the available resources/actors
- Inventory of actions carried out with young people and their families in the fields relevant for the prevention of early school leaving
- Local educational support: intervention of social workers in schools to facilitate relationships between families and teachers

CONCLUSION

How to work on a long time perspective with different stakeholders, who have different goals and priorities, while public funding is shrinking?

How to monitor the efficiency of public action, which depends upon the intervention of many different stakeholders?

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Ghent

250.000
inhabitants

50.000
in secondary education
(up to age 18)

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A Diverse City

30% inhabitants with a migrant background

Historically:
rural Turkey, Maghreb

More recently:
central Europe, notably Bulgaria
Syria, Afghanistan: refugees

Around 150 different nationalities

The Policy Problem

High rates of ELET: **E**arly **L**eaving from **E**ducation or **T**raining

ELET is:

% of persons aged 18 to 24
who have completed (no more than) lower secondary education
and are not involved in further education or training

A process of gradual disengagement

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The Strategy to address the Policy Problem

Ghent plan on reducing Early School Leaving

9 ambitions; 30 actions

Aligned to European Commission's WG ET2020 recommendations

Execution of the Strategy

Trying to manage and **influence social change**

Working within a **complex system**

Creating impact **beyond the boundaries** of our own organisation

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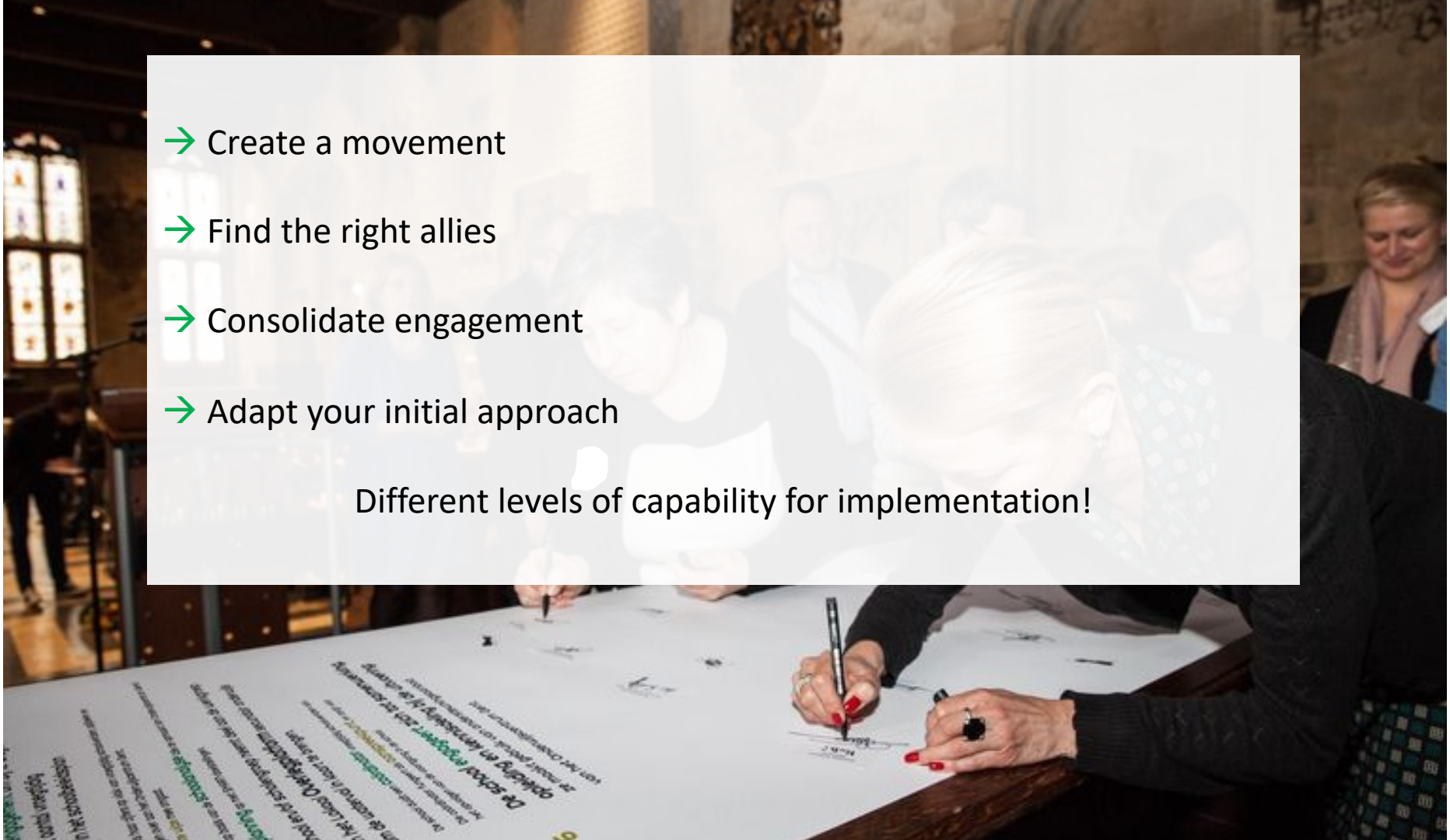
Stakeholder Involvement
Building Strong Action Plans

Challenge 1:

How do we get the schools on board?

How do we commit them to doing the right things?



- → Create a movement
- → Find the right allies
- → Consolidate engagement
- → Adapt your initial approach

Different levels of capability for implementation!

Integrated, Joint Delivery
Governance & allocation of resources

Challenge 2:

Why are the figures still quite bad?

(despite having a wide array of measures in place for a long time?)

#1 Schools do not have enough knowledge of possible measures outside the school

#2 Is support for youngsters holistic and for long enough in time?

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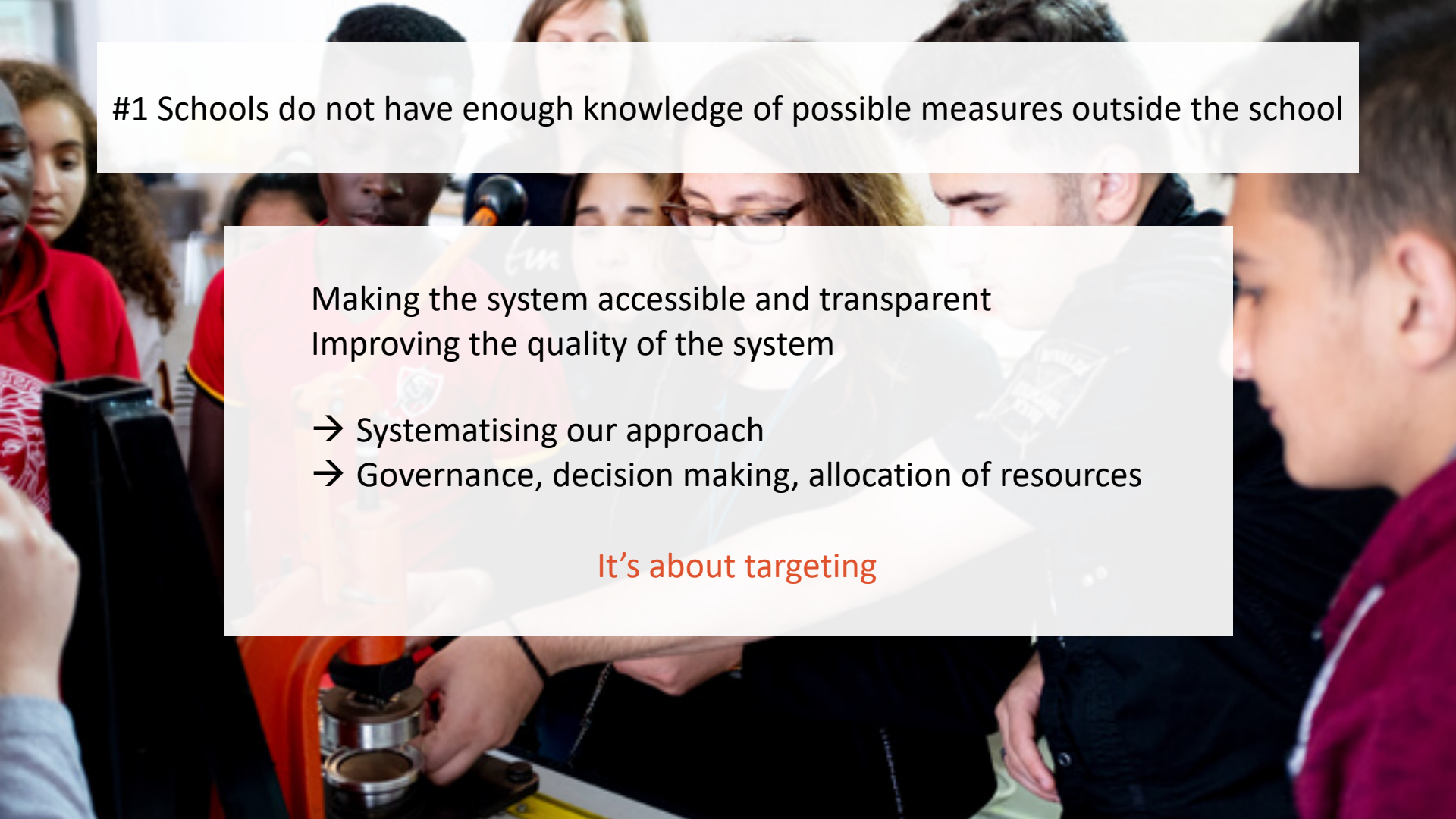

#1 Schools do not have enough knowledge of possible measures outside the school

Making the system accessible and transparent
Improving the quality of the system

→ Systematising our approach
→ Governance, decision making, allocation of resources

It’s about targeting

#2 Is support for youngsters holistic and for long enough in time?

Segmentising and finding the target group

Eliminating referral and coordination problems

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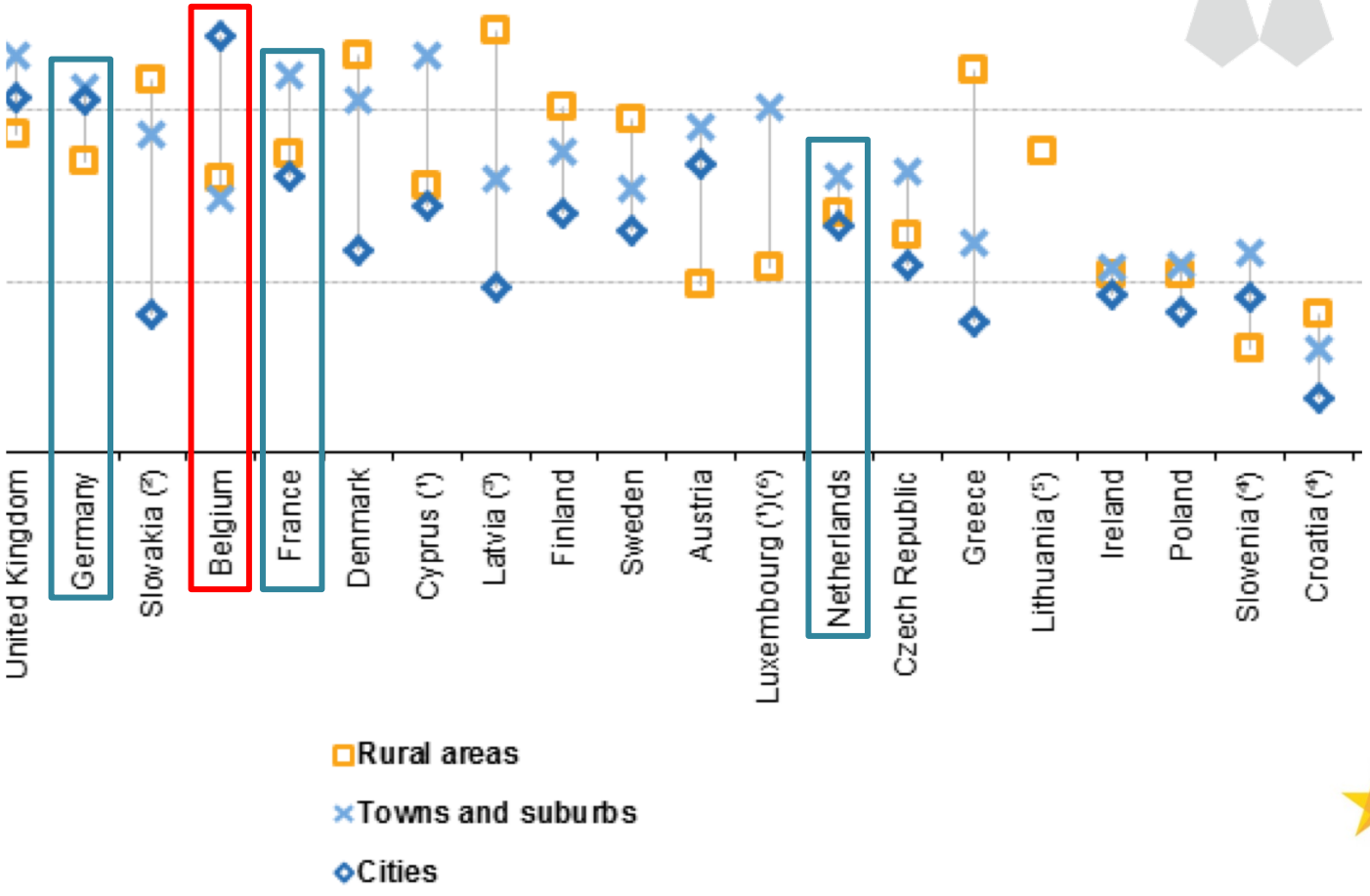
Systems Leadership
Conditions for Implementation

Challenge 3:

Thinking about ecosystems and their dynamics…



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Risk factors vs **protective** factors

Root cause vs **mitigating the effects**?

Find the root cause and
seek the biggest ripple effect

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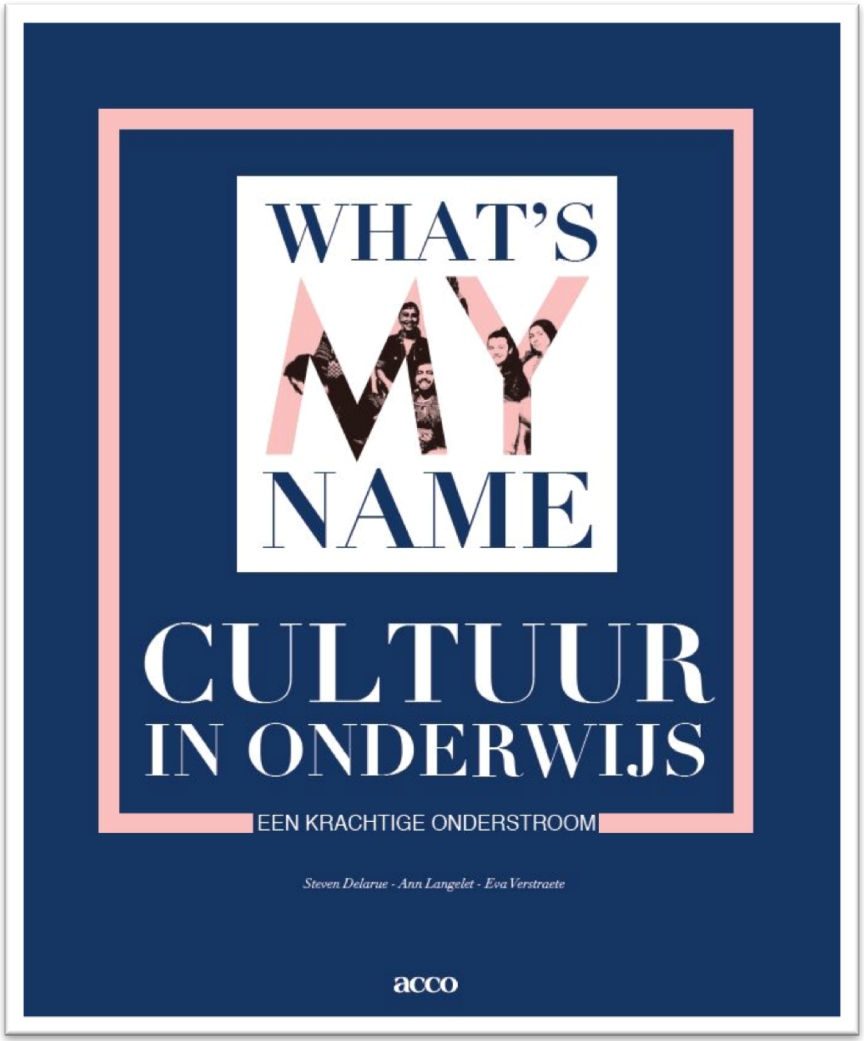
WHAT'S
MY
NAME
CULTUUR
IN ONDERWIJS
EEN KRACHTIGE ONDERSTROOM
Steven Delarue - Ann Langelet - Eva Verstraete
acco

RESL.eu - different cultural and social capital

street culture vs school culture vs home culture

Iliass El Hadioui

Protective factors: confidence, autonomy, sense of purpose and future, problem solving ability, sense of belonging, social skills

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Reflections on city experiences

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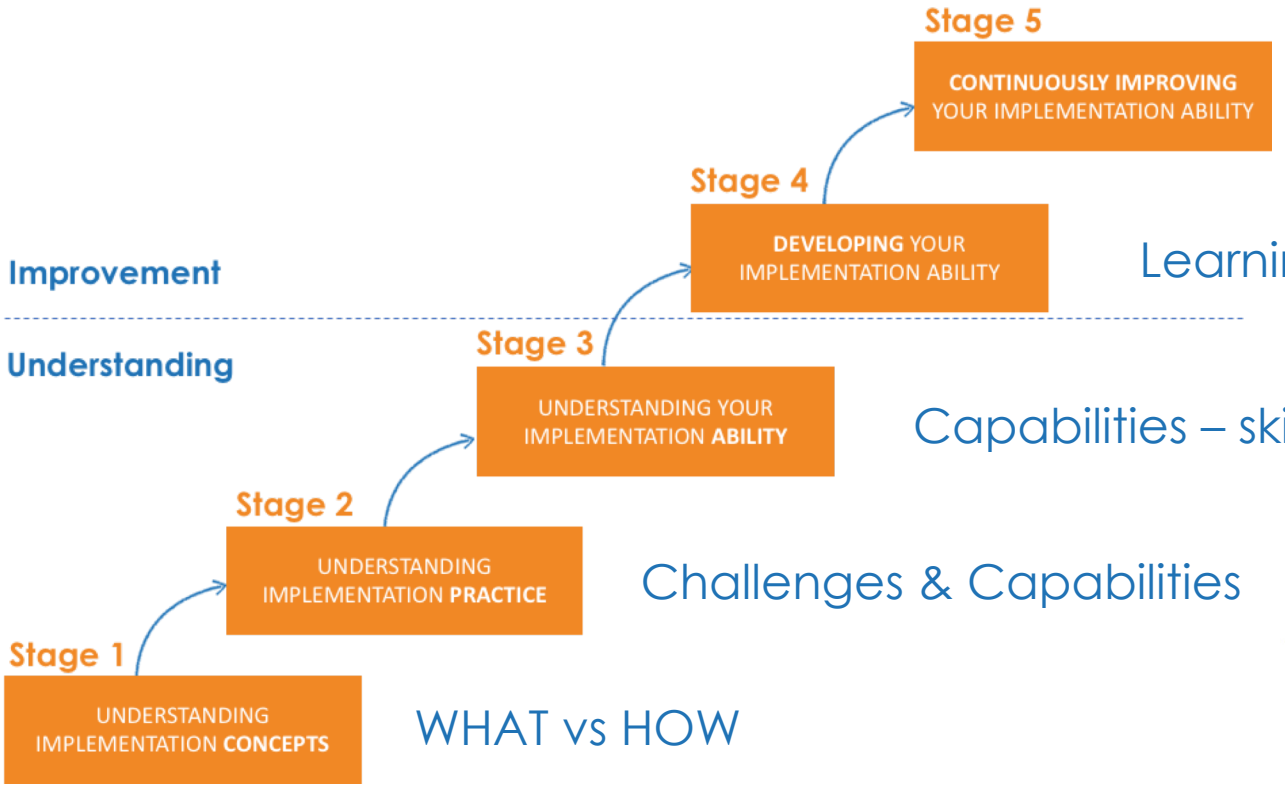
How do we become better at Implementation?

Ladder of Implementation Learning



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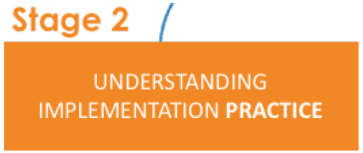
Implementation **Practice** - Capabilities



#1 - Building Strong Action Plans

#2 - Open Working & Stakeholder Involvement

#3 - Conditions for Implementation

#4 - Joint Delivery of Projects

#5 - Project Monitoring, Evaluation & Decisions

#6 - Quantifying & Communicating Progress

#7 - Leadership of Change

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The reality is much more COMPLEX…

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Implementation in cities is about

Creating Change

in

Complex Systems

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Navigating through that complex system requires

Capability

Focus

Resources

Implementation is about **change**

Changing policy is not changing reality

Implementing policy might change reality…

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If it is done well

Policy

changing policy
is not
changing reality

“ WHAT ” to do

Implementation

implementing policy
can
change reality

“ HOW ” to do it

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