



An overview of Community Plans & links to the Programme for Government

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Context

- New structures and strategic planning approaches in both central and local government in recent years
- Greater emphasis on partnership between central and local government, the private sector and the voluntary and community sectors to tackle the major challenges. Councils advised to align Community Plans with the PfG
- With the publication of Plans, great opportunity to look at the collective aspirations – regionally and locally
- Now moving from strategic planning to delivery (though ‘living plans’). Will require a better understanding of the relationship between Partners – how best to work together to deliver change against a challenging resource and political backdrop

Programme for Government Outcomes Framework

Our Purpose

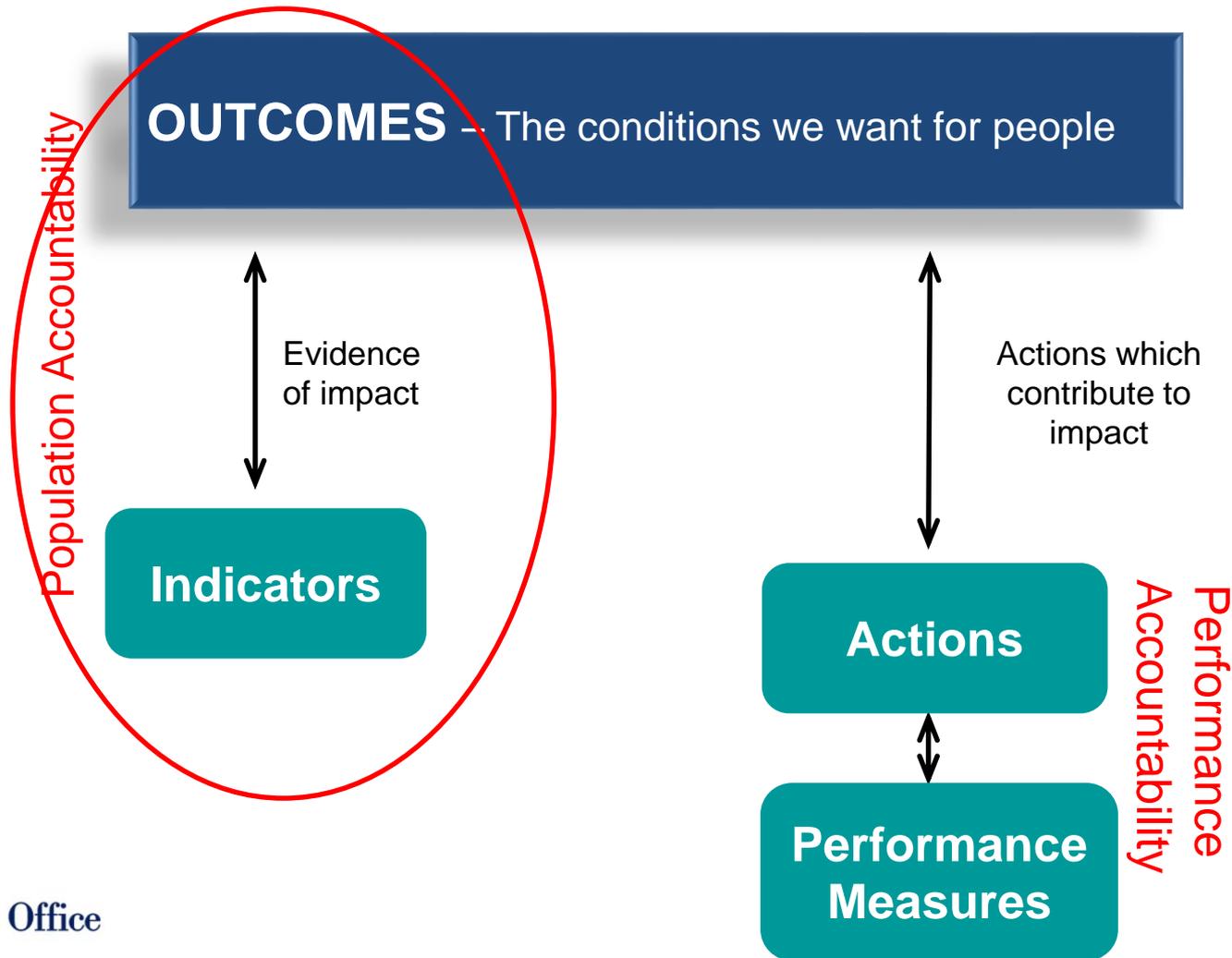
Improving wellbeing for all – by tackling disadvantage, and driving economic growth

Outcomes

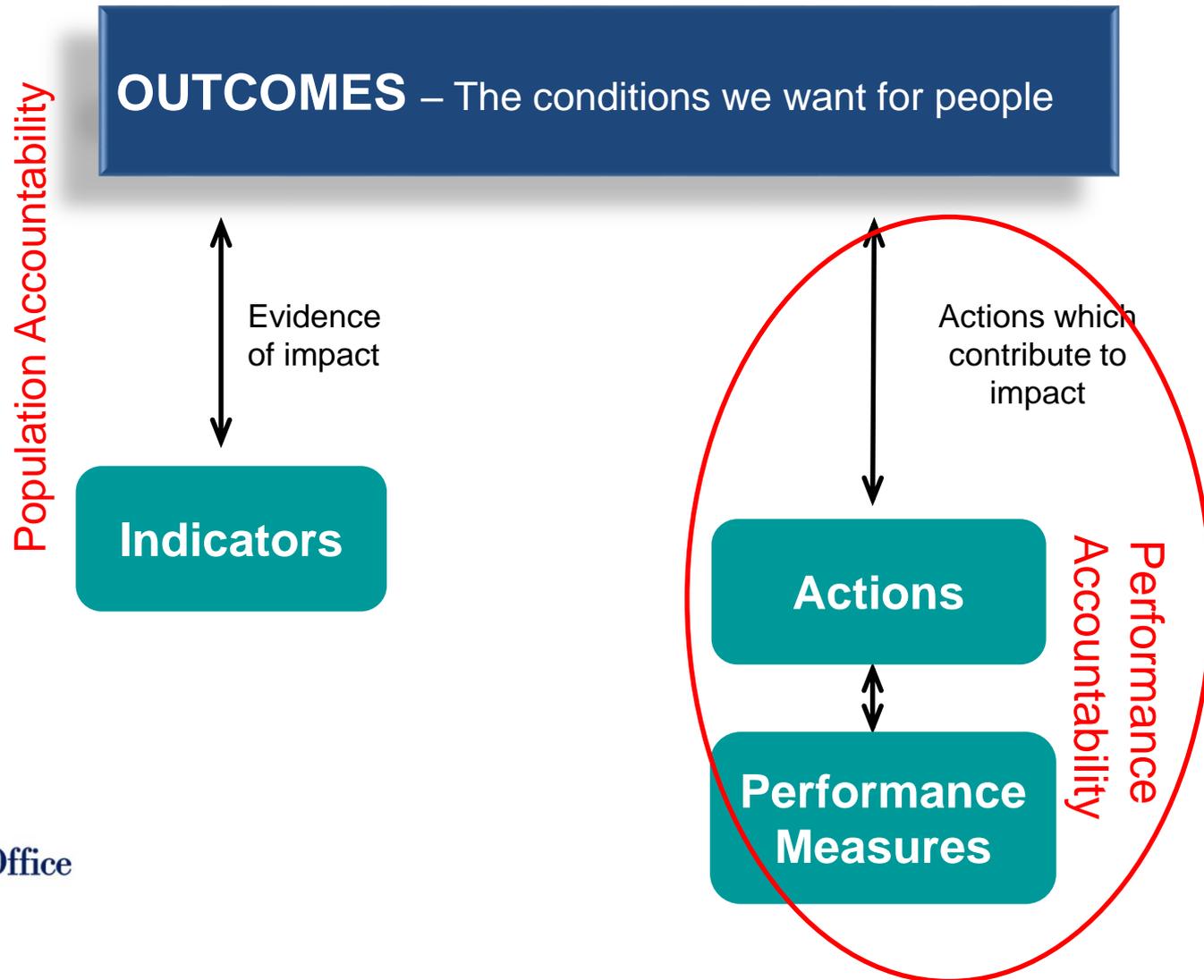


Respond to the consultation: www.northernireland.gov.uk

Programme for Government Framework



Programme for Government Framework



Overview of Community Plans

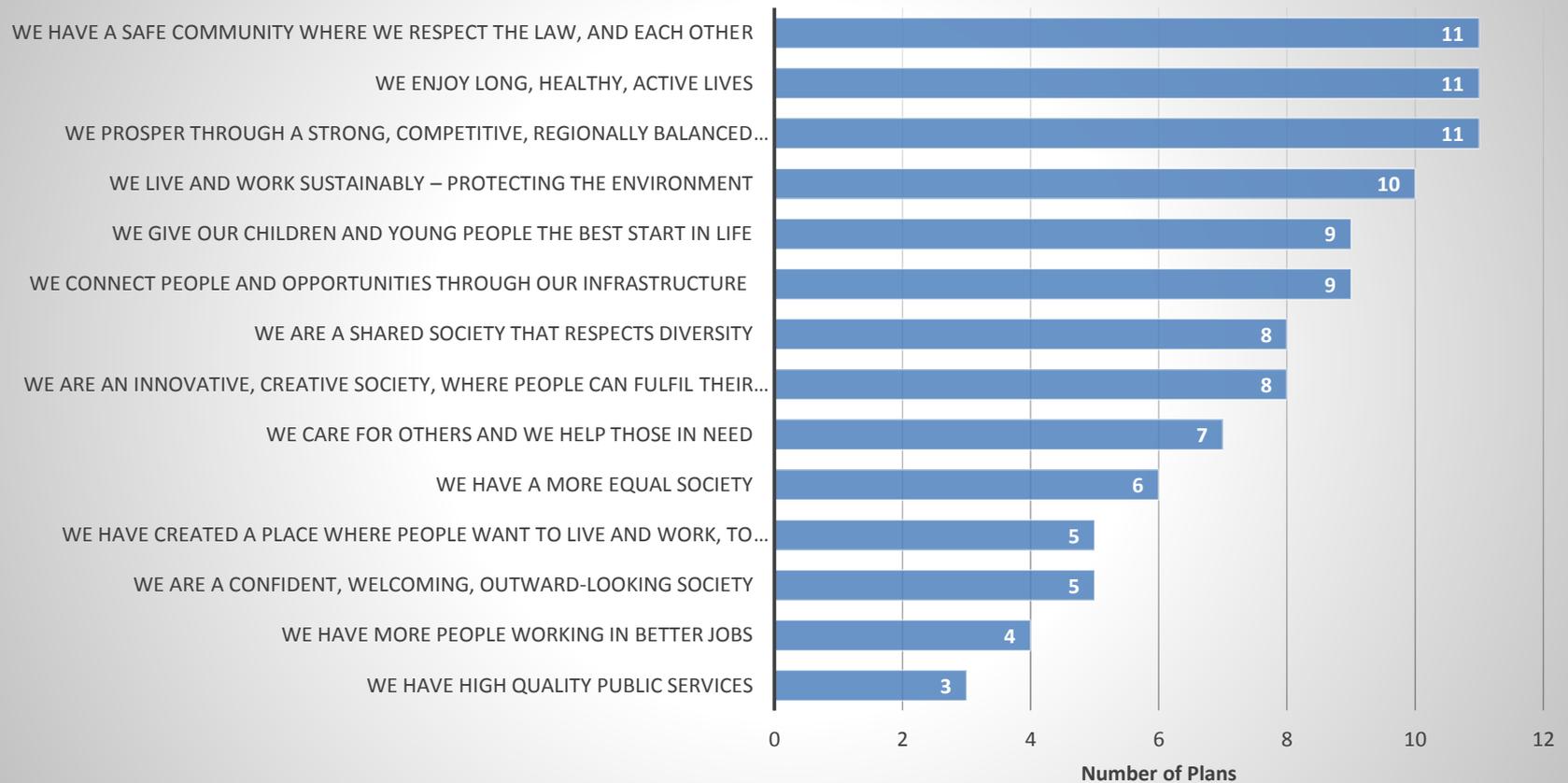
- All published in draft/final form within two years
- Plan timeframe ranges from 10-18 years, most between 13-15 years
- Most quite similar in structure and adopt elements of the OBA approach
- Depth and breadth of engagement with local people is striking – achieved through, for example, workshops, competitions, on-line surveys, social media activity, focus groups
- Engagements used by some to manage expectations and develop plans within resources. Others adopted a more ambitious approach

Vision statements



Outcomes

Link between PfG & Community Plan outcomes



Analysis and indicators

- Evidence based approach adopted in all plans, with a strong focus on 'telling a story'. Not as much on public service provision
- Similar to PfG, most Plans contain a large number of indicators; over 40 in many cases
- Some overlap with PfG indicators but many examples of indicators with a different emphasis. Examples relate to hate motivated crime, vacancy rates, regeneration, community engagement, school attendance, obesity in children
- Challenge for local and central government alike is how to monitor all these indicators without it turning into a business in itself
- Indicators unlikely to improve in the short term, focus must be on actions and performance measures

Actions - economic focus

- Examples of actions include:
 - strategies to address Brexit
 - response to economic shocks such as large scale redundancies
 - improve physical and digital connectivity
 - reimagine/improve the competitiveness of town centres
 - prepare strategies targeting potential growth areas
 - improve office accommodation
- Tourism seen as a growth area for all. Strong focus on greenways, developing more attractions
- Some innovative thinking around internationalisation, for example, new International Relations Framework to maximise connections to drive trade, investment & tourism
- Also focus on infrastructure projects as a lever for growth

Infrastructure priorities in the Plans....

- Infrastructure features to varying degrees in the Plans – significant focus in some, more subtle in others
- Some flagship projects included but many other priorities also identified. Examples of schemes mentioned include A5, A6, York Street Interchange, various bypasses, health hubs, transport hubs, railways, cycling, intra-town transport, strategic site development, expansion of Magee, social housing, supported living, broadband, energy
- Strong emphasis on asset management, with actions included in most Plans - register of assets, asset management strategies, asset management agreements, co-location, community hubs
- Important considerations around timescales, volume of projects and who pays

Actions – social focus

- Mental health stands out as a major issue
- All Plans focus on supporting the most vulnerable in society through early intervention, targeting and better cross-agency support. The focus is on:
 - older people, supporting them to live independently and remain healthy for longer
 - children in care, supporting them as they seek work
 - children generally, assisting them so they have the best start in life
- Push to ‘close the health and education gap’ and also strong emphasis on ‘inclusive growth’ . Examples include addressing barriers to independent living, good quality parenting programmes, volunteering programmes with accredited qualification for vulnerable people, harnessing procurement power

Actions – environmental focus

- Wide range of environmental actions in the plans
- Key message about getting the right balance between using and maintaining environmental assets and the importance of good planning in achieving this
- Others include making the best use of our natural resources by developing greenways, better use of our open spaces; promoting the circular economy and extracting maximum value; waste management; and renewable energy
- There is also a focus on being more resilient, including managing flood risk

Targets

- Majority of Plans do not include targets
- Two include population and employment targets. The combined ambitions for these are 80,000 new residents and 65,000 new jobs over 15-18 year period
- Useful to consider in the context of regional projections and forecasts
- The 80,000 net population increase would account for over 60% of the NISRA population projection (127,000 people) over the period. Worth reflecting on source of population growth
- Achieving half (to align time periods) the combined jobs targets (32,500) would, be greater than UUEPC's central scenario of 28,800 (summer 2017 outlook)
- New thinking and initiatives will be needed to achieve the combined aspirations of all districts



Key observations & Suggestions

Key observations

- Great effort put into the Plans - strong socio-economic analysis, huge level of engagement, less evidence of public service audits so far
- Priorities in the Community Plans align with those in the PfG, particularly in relation to the vision, outcomes and to a lesser extent the indicators
- Much of the focus so far has been on population accountability. Important the same level of focus is given to actions and other aspects of performance accountability
- Hard to try to fix all societal problems simultaneously particularly given the challenging backdrop. As the process moves forward, opportunity to review the feasibility and targeting of actions. Plans can be streamlined
- Collaboration as the new competition. This has begun and must continue and strengthen. Important that Partners understand their roles and expectations around delivery

Suggestions....

- Capture and disseminate the learning from the process so far – good practice, case studies, opportunities and challenges
- Undertake Public Service Audits to identify overlap/gaps in service provision (regional and sub-regional perspective)
- Review the actions in the Community Plans and distil the key messages for central government and agencies
- Consider the implications of having/not having targets in Plans and the strategic interventions that may be needed to achieve them
- Further focus on performance accountability – reassess actions in delivery plans, resources available and evaluate the potential of these to ‘Turn the Curve’