

Guidance Note

Preparation of Local Action Plans

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1. Introduction

In order to allow for the impact of network activities on local policies, each partner in a thematic network will set up a **Local Support Group (LSG)**. The Local Support Groups will gather the key stakeholders concerned by the issues addressed within the network and will support the city in the preparation of a **Local Action Plan (LAP)**.

Local Action Plans are a new dimension to the URBACT program. Drawing on the URBACT I experience, they are intended to **(1) improve the impact of transnational exchange and learning on local policies**, and **(2) give a concrete form to the outputs from networking activities carried out by each partner**, as they are to be designed as a solution to tackle the problems faced by the partners.

The URBACT secretariat states (Guide to Local Action Plans p 2, 2008) that

Local Action Plans should:

- **Provide the city with a concrete roadmap** and range of solutions to tackle the problem identified at the start of the Network (in relation to the core theme);
- **Be drawn up in close cooperation with the Managing Authorities** so that the opportunity for funding through the operational programmes be maximised.
- **Be an instrument for further change**

In the paper below the core themes identified during the Development Phase of Urban N.O.S.E. by the Network are listed, the phases that need to be undertaken in order to draw up an effective local action plan outlined, a template for the presentation of the final local action plan to LSGs and transnational Urban N.O.S.E. partners elaborated and a list of useful sources for local action planning provided.

There is no prescribed formula issued by URBACT on the preparation of Local Action Plans and the focus of the LAPs can be as a wholly internal document to support the monitoring process for the work of the LSGs or as a tool to gather information and formulate plans for pilot projects which may be submitted for EU funding applications. It is up to each city and LSG to make decisions on the focus and content of their own particular LAP. These guidelines are meant to provide some direction and ideas on what may be contained in a typical LAP.

Key issues over the next one year and a half are how to develop a Plan that will address local issues and draw on best practice across Europe. It means that it is essential that the transnational and online activities as well as local activities and consultations are integrated. Introductory and guidance papers, as well as specific roadmaps have all provided us with an idea of the Key Steps for all the activities of the LSGs . Here we will try to identify how those activities and their timing should make it relatively simple to draw up the Action Plan.

The assumptions are that :-



- Thematic conferences and transnational workshops will help to develop an evidence base that can be drawn on by LSGs.
- LSG activity will clarify possible goals, objectives and timelines for their local area and this will be aided by discussions and evidence from a wider field than is normally possible.
- LSG activity will result in reflection on the good practice and experience that exists locally that transnational partners in Urban N.O.S.E. may want to draw on

Key dates are

- Local Action Plan Version One - **July 2010**
- Local Action Plan Version Two (with Funding proposal) - **December 2010**
- Local Action Plan Final version - **March 2011**

2. Purpose of a Local Action Plan

The Urban N.O.S.E. cities have been provided with detailed guidance on the establishment and operation of Local Support Groups in the form of a power point presentation, an introductory thematic paper and a project management toolkit which both provide ideas on how to work with LSGs to analyse and understand the particular problems which the group has been established to consider, as well as on how to building up a LAP consistent with specific local urban needs. These Urban N.O.S.E. guidance tools should be considered in parallel to the content of this guidance note.

Urban N.O.S.E. partners agreed to focus on a limited number of themes for a series of five thematic conferences including as many macro-themes:

- **1. Building a Territorial Support System for Social Enterprises and 3rd Sector Incubators**
- **2. Managing the Knowledge & Learning Processes of Urban Social Economy**
- **3. Building a System of Tools & Methods for the Supply of Social Services**
- **4. Animating and Sensitising the Territory upon Social Economy**
- **5. Building a Model for Social Incubators Sustainability**

It is suggested that the LAP is segmented into groups of activities under the same 5 macro-themes - the collection of activities could then present the foundations for a series of initiatives which constitute an Urban N.O.S.E. Action Plan - finally choosing those activities fulfilling at least 3 requirements issuing from the 5 macro-themes.

Whereas the cities will also prepare case studies to showcase examples of the best practice with other partners, the LAPs are working documents for the cities to identify and group together a series of operational initiatives and activities, some of which may be financed or delivered by the city administration, or other stakeholders in the Local Support

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Group or Managing Authorities dealing with European Structural Funds. In the latter case Urban N.O.S.E. has to show through its LAPs some of the lessons learned mainstreamed into urban development pilot projects and programmes.

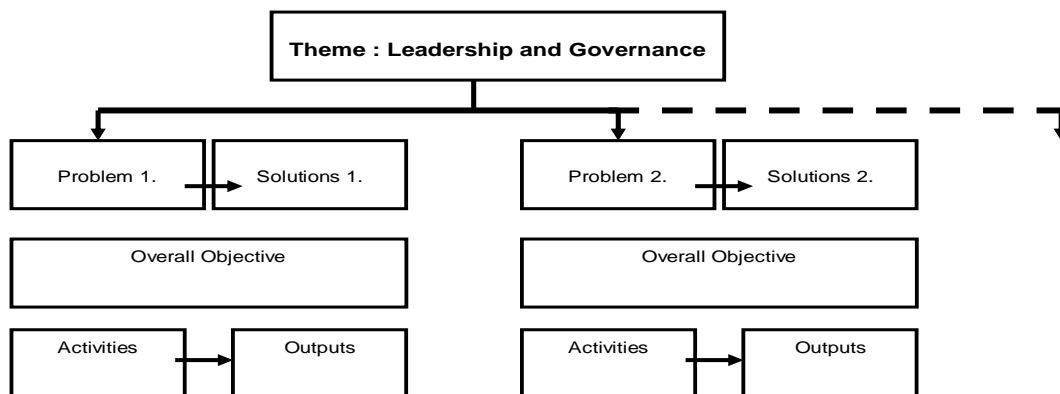
The LAPs are a focal point for bringing together the key lessons and knowledge which come through the thematic workshops and also the meetings of the Local Support Groups into concrete proposals for innovative pilot projects and programmes. The LAPs really provide the various city partners and LSGs with an opportunity to ensure that the Urban N.O.S.E. project has a long lasting impact and can provide:

- A road map of solutions to tackle core problems identified;
- Local impact of transnational exchange. Transnational impact of local action;
- Form depends on: nature of problem and context (what exists + what is possible);
- A full blown independent plan or recommendations to one or more existing plans;
- Plans on a regional, city, neighbourhood or sectoral basis;
- Fundable projects, ideas for Operational Programmes, for broader urban policy.

There is no rigid formula for the format or content of LAPs and stakeholders are encouraged to be creative and to ensure that the content of the LAP is of practical interest to practitioners and decision makers. It is anticipated the city representatives may use the learning from exchange and other activities of the partnership in relation to the development of the LAPs.

In order to pull together the Local Action Plan we recommend that the cities consider the following structure for preparation of the LAP:

URBACT Local Action Plans



3. Methodology

The following section provides an overview of the key elements of the methodology and the templates for: I. **Problem Analysis** and II. **Action Planning**.

I. Problem Analysis

Taking the five macro-themes and the related roadmaps as the organising framework, the LSGs and stakeholders should consider the information which has already been collected through the baseline exercise or the SWOT analysis as a starting point for further more detailed problem analysis. Under each macro-theme the LSGs may have a number of related concerns, as in the examples contained in the table below:

Problems and Solutions Table

for analysing issues and brainstorming possible solutions

City	Gela City Council	
Macro-Theme 1: Building a Territorial Support System for Social Enterprises and 3rd Sector Incubators		
Problems	Solutions	Resources/Partners
1. City Council and Regional Government have lack of direct information on the needs of social enterprises	Council needs to initiate a process to make better connections with social enterprises (LSG + MA)	City Council to prepare application to ERDF and ESF regional operational programmes upon a special Framework Programme Agreement (EUR xx,xx)
2. Local need for a social enterprise incubator able to follow the start-up period of new social enterprises	Availability of ASI Consortium of Gela to put at disposal the needed infrastructure useful to host the new social incubator	Engage a special contract with ASI Consortium of Gela to make operational the new social incubator of the city (EUR xx,xx)
3. Increasing tensions arising from economic downturn leading to rising levels of protest	Revisit city wide strategy for engaging with indigenous population to address negative impressions and use mafia's patrimony for new social economic activities	New network of social enterprises being incubated for the start-up period and definitively housed within structures confiscated from the local Mafia (EUR xx,xx)
Macro-Theme 2: Managing the Knowledge & Learning Processes of Urban Social Economy		
4. Information deficit providing social enterprises with access to information on opportunities at their disposal	Engage with various public service providers to develop 'info packs'	City Council to prepare application to Regional Operational Programmes (EUR xx,xx)
5. Need to engage with other local and national social enterprise networks to build common understanding	Ensure that new social enterprise dynamics are reflected in updated community relations strategies. Local Social Economy Event.	Social Incubator Relations Unit to secure funding from Office of Sicilian Region and National Ministry Social Economy Unit (EUR xx,xx)
6. Need to engage with other transnational social enterprise networks to build common understanding	Ensure that new social enterprise dynamics are reflected in updated transnational relations strategies. Transnational Social Economy Events and Meetings.	Social Incubator Relations Unit to secure funding from EU programmes and National Ministry Social Economy Unit (EUR xx,xx)

II. Action Planning

An action plan most often consists of proposals for action in order for a strategy to succeed, usually in the form of a list of activities required (**WHAT** needs to be done), **WHO** should undertake them, **HOW** it will be carried out (funds, resources, methods), and **WHEN** (a timeline). Moving forward from the problems/solutions exercise taking into account the need to provide a more detailed final action plan, the following recommendations for the structure of the Local Action Plan are provided as practical examples:

OVERALL STRUCTURE OF LOCAL ACTION PLAN

1. Background and Context

For this section the partners will use the information prepared as background for the initial baseline study prepared during the design phase. From a review of the Urban N.O.S.E. concept papers on the 5 macro-themes, the interactions during the thematic conferences and ongoing developments, this background information section will be revisited and updated, but should focus on setting the context for the problems and solutions which follow in section 2.

2. Problems and Solutions (WHY does something need to be done?)

In this section the cities will use the SWOT analysis information which was prepared during the baseline, coupled with the further reflections taken on board through the meetings with the Local Support Group using the specific thematic roadmap along with the template provided in section I. above.

3. Target Groups/Partners

Projects may focus on a number of different groups and it is important to try to identify the specific target groups for particular interventions. The groups could include civic leaders and council officials, social groups, associations, indigenous population or entrepreneurs.

4. Objective, Activities and Outputs, Risks and Assumptions (WHAT needs to be done?)

For the purposes of this section of the Action Plan it is recommended that the cities can use the logframe tool format for mapping the specific objective, activities and outputs, as well as an underlying risks and assumptions using the template provided in the following section.

5. Responsible (WHO) Resources (HOW) Timing (WHEN)

Having identified the problems and discussed potential solutions and then taken this design process further in section 3 and 4 of the LAP to identify target groups and proposed activities and outputs, it is important in terms of maintaining the momentum to agree on who does what and by when, using what resources.

4. Template for the Logframe Table for Action Planning

Activities Table					
For specifying activities and outputs to achieve a given objective					
Overall Objective					
Activities	Intended Outputs	Risks and Assumptions	Responsible	Resources	Timescales
1.1					
1.2					
1.3					
1.4					
1.5					

5. Summarising a Local Action Plan

The draft Local Action Plans that have been developed and been offered for consultation at local level at each stage will obviously contribute much here, but the final plan hopefully will bring everything together.

In the table below we have tried to give an example of how a summary of the plan could look for the actual plan for URBACT purposes, but a simplified version for a general audience could have the following headings:

- **Introduction** - what issue is to be addressed and why
- **Problems** - what they are locally
- **Possible solutions and likely local partners**
- **Role of transnational work in developing solutions**
- **Overall goal** - for initiatives
- **Objectives** - for initiatives
- **Activities proposed** - what, by whom
- **Timing** - when things will happen
- **Funding** - who will pay for what



- **Indicators** - to prove success
- **Details of the one action chosen for development into funding proposal**
- **Nature and contribution of local consultation in the LAP**

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LAP SUMMARY TABLE

EXAMPLE:

- **CITY Z:** Social Incubators and economic development
- **LOCAL ACTION PLAN:** Specific actions for Social Incubators from 2011 to 2016

	ACTION A Developing tools for social incubators	ACTION B Social entrepreneurs and local stakeholders: a partnership strategy	ACTION C Taking technology to social entrepreneurs in urban framework
Introduction Why developing strategies for social enterprise and economic development is needed in this city just now and what the strategy is intended to do as a whole			
What the problems are and possible solutions considered			
Best practice drawn on from transnational activities (n.b.: role of thematic roadmaps)			
Overall Goal for initiatives			
To which Urban N.O.S.E. key issue will Action contribute? <i>i.e. sub themes from thematic roadmaps</i>			
Lead partner			
Stakeholders co-participating to Action			
Target group/s			
Target urban area/s			
Overall and specific Objectives			
Expected outputs and overall results			
Activities proposed			

Timescale start and end			
Change proposed to existing resources <i>How proposed actions fit with existing ones to address issue in city</i>			
Local impact assessment <i>How actions will make a difference to target groups and to relationships between social entrepreneurs and local economy, social framework and environment</i>			
Financial resources already committed & Possible sources of additional funding			
Indicators of change (achievement, impact, result/output indicators)			
Methods of consultation to be used before plan is finally adopted and during all the LAP lifecycle			

For further information, please contact:

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