

# STAY TUNED – CITY IMPLEMENTATION CASE EXAMPLE

## NANTES

---

### Summary

#### Case Example Title and City:

Growing up Well in Nantes – Giving a Global Strategy a Local Focus  
Nantes, Fr

#### Case Example Summary (6 lines max.)

As part of Stay Tuned, the team from the city of Nantes, France, faced the challenge of turning a high-level strategy into something concrete that is measurable on the ground. Building collaboration and trust with stakeholders is key to their approach and their success.

---

### Solutions offered by the case example

#### WHAT was the action being implemented? (1 line)

Promoting educational achievement by reducing social and geographical inequality, by recognising children's skills and including their families – a focus on activities that children and young people outside the classroom.

---

#### The CHALLENGE with this implementation: (4 lines)

How was implementing this action made more difficult? i.e. what barrier, problem, risk, difficulty, challenge was experienced with implementing this action.

(Choose ONE thing that made implementing this action be to be more difficult, be more costly, take more time or be stopped entirely)

Describe this CHALLENGE.

One challenge faced by the team was that of making the plan operational. Local Stakeholders were bought into the vision, but that is different to being willing to commit time and resources on specific activities, yet to be defined. The team knew that getting a common set of values needed for collaboration would be difficult. They were also aware of the challenge of governing a large global plan in light of actions and projects that each also existed in its own right. It would be all too easy to get lost in the complexity of such a governance nightmare!

IC4 – Moving from Strategy to Operational Action Plan

---

#### How was the above challenge overcome? (6 lines)

What action did you take (activities) to deal with the above challenge?

Did you try more than one activity? How well did it work - Was the challenge completely solved, partly solved or not at all solved?

To deal with the complexity of the plan, the group agreed to focus on six specific actions. In parallel, they also thought about recommendations for governance and monitoring of these actions, looking at how these would link to the overall plan. In this way, the team were creating simplicity for their specific activities with stakeholders – work on tasks that are

---

manageable – but without losing sight of those individual actions in the context of the full strategy.

The trick here was making keeping the actions discreet enough; keeping the group meetings focussed on delivery of individual actions without confusing those sessions with the complexities of the ‘global’ plan, but whilst at least one of the team having an eye on the links and implications for the global plan, and adjusting things accordingly.

They achieved this by using simple but effective tools, which Jean-Jacques and others are familiar with and comfortable using. The main tactic was focussing on one action from the plan in each of six local group meetings. In each one of these meetings, the group conducted a SWOT analysis on the action in question, using two or three examples to illustrate and explore the activities, how well they were working and what could be improved.

---

What difference has this approach made? (10 lines max.)

What have you changed as a result in the city (in terms of how you implement actions)? Working collaboratively on implementation of actions (and on the analysis and reflection of those actions) has meant that the wider group has worked together in new ways and gained even more new perspectives on their own work and role in the implementation process.

The shared analysis, conducted by the group of stakeholders also helped to build the common understanding and joint-ownership of the actions and of the overall plan.

The local group is a small group compared to the total stakeholders they have in Nantes and who are involved in the high-level process of creating this type of plan. This made the practical work on the plan more effective, but they still had the option to include “extra” stakeholders when it was relevant or necessary.

There was no point having a ‘global’ plan if they had no way to measure it in the field. By tackling the question of “the purpose of the plan” together, it built trust and shared purpose within the group. By being part of the process, the local group stakeholders had a greater ownership of the answer. Furthermore, this answer was also more of a compromise or ‘agreed’ answer than would have been the case otherwise.

---

What lessons might other EU cities take from this Case Example? (10 lines max.)

The approach they took helped to bridge that gap, by using a small group to help connect the actions with the plan, not trying to involve all stakeholders in that process. The shared analysis, conducted by the group of stakeholders also helped to build the common understanding and joint-ownership of the actions and of the overall plan.

The local group is a small group compared to the total stakeholders they have in Nantes and who are involved in the high-level process of creating this type of plan. This made the practical work on the plan more effective, but they still had the option to include “extra” stakeholders when it was relevant or necessary.

---

## Key Facts and Figures:

Start and end dates of case example  
2018-2019

Date of preparation of this case example

Feb 2019

Who prepared the case example?

Jean-Jacques Derrien / Ian Graham

Budget

Extra information and hyperlinks

Annex

At least 2 good quality photos to be included