

Derry City & Strabane District's Inclusive Strategic Growth Plan 2017-2032 Our Community Plan Draft for consultation June 2017 2 Inclusive Strategic Growth Plan - Our Community Plan This is the beginning of a significant and ambitious long term, collaborative process aimed at improving all of our lives and driving inclusive, sustainable growth and prosperity across our City and entire District. It comes at a time when we are empowered and energised. We are driven to improve our City and regions' global competitiveness. We are committed to enhancing our skills, retaining our talent base, addressing poverty, social exclusion and patterns of deprivation. We are passionate about our built and natural heritage and sustainably enhancing our environment to develop a connected and vibrant City, Town Centres and rural areas. The new statutory duty of Community Planning presents us with an exciting opportunity, involves a new partnership between all the tiers of government, the community and voluntary sector, and business to improve the wellbeing of all of our citizens. Community Planning provides a form of strong integrated, partnership governance that takes a strategic view and is evidence based, people-focused and place-centred. It helps ensure that by working together and by pooling resources we can strategically grow and improve social, economic and environmental wellbeing for all. This Strategic Growth Plan is presented as the result of an extensive period of engagement with citizens, organisations and businesses. This draft plan has been informed by a robust evidence base which has helped develop our themes, outcomes, indicators and actions. We have commissioned an economic forecast of the impacts of this plan, its interdependencies and risks. We also have developed detailed action plans which consider how this plan is to be delivered, ensuring that what we intend to do is measurable, defined and costed. Our analysis of inequality which complements this plan provides the most robust evidence base through which the plan's actions were developed and against which they will be evaluated over time. We now are ready to consult on this plan and we welcome your views on its contents. We want to harness the opportunities and potentially eradicate the challenges that face us, some unique to our situation and others generated by global forces beyond our control. There is a real sense that this is our time.

We have convened around a common and agreed vision: Our vision is a thriving, prosperous and sustainable City and District with equality of opportunity for all. Producing a plan is in many ways the easy part – delivering on the plan and 'making it happen' with real progress towards our shared vision is the real challenge. We recognise that change cannot be instant but to ensure that the promise of inclusive growth and equality is achieved, we will constantly keep this plan under review, adding new collaborative actions as they emerge from our new ways of working. This document is just the start of a challenging and exciting journey. Derry City and Strabane District's Strategic Growth Partnership (Community Planning Partnership) May 2017 Introduction and Welcome 4 6 6 12 18 22 28 30 36 40 44 46 52 52 This is our place This is our time A time of opportunity A time of challenge A time for a new story A new ambition and approach Outcomes and actions Economy Environment & Regeneration Community & Social Key Strategic Capital Projects Impacts Interdependencies & Risks Making it happen Equality Impact Assessment Baseline Statistics & Evidence Base 2 3 4 5 6 Page Contents Published in accordance with Section 68 of the Local Government Act (NI) 2014. This document is available in a range of formats on request. See page 65 for contact details. 1 Outcomes and Impacts

Summary 7 A B .....

... Appendix Appendix This is our place 4 Derry City and Strabane District Council area comprises the second largest city in Northern Ireland / fourth largest city on the Island of Ireland. Derry~Londonderry is the 'Capital of the North West' and is at the core of the only functional economic city region of its scale which straddles the border into the Republic of Ireland. Derry-Londonderry has an urban population in excess of 100,000, is the principal sub regional economic driver of a wider cross border City Region of over 350,000 people. Our wider Council area is home to 149,500 residents and covers 1245km<sup>2</sup>. It is set within the foothills of the Sperrin Mountains - a designated Area of Outstanding Natural Beauty. It has a contrasting urban and rural landbase and population. Our Regional City is a University City and has Northern Ireland's second largest acute hospital, which includes the only cross-border Cancer Centre on this island.

Derry~Londonderry is our civic city centre and is supported and connected to Strabane, an historic, thriving cross-border market town and many other vibrant rural towns and villages such as Castlederg, Eglinton, Sion Mills, Donemana, Claudy, Plumbridge and Newtownstewart. 1 A City Region serving over 350,000 people A City with an urban population in excess of 100,000 We have a remarkable and rich history, culture and heritage packaged together in a stunning landscape which is traversed with some of the best fishing rivers in Europe. The District Council area includes the Rivers Foyle, Finn and Mourne, accentuated with elegant bridges, attractive riverside parks, cycle paths and greenways. Derry~ Londonderry is the only remaining intact Walled City in Ireland and hosts 2 cathedrals. It is a site of ancient monastic settlement founded in the 6th century by St Colmcille. The City and District once led the world in the textile industry. The region has since repositioned itself as one of the most creative and cultural areas on this island and is now a strong global competitor in tourism, life sciences and digital and creative industries. Our City Region and towns and villages have many quality of life advantages - such as an excellent education system, relatively short commuting times, a vibrant cultural scene and stunning landscapes. There is a very strong sense of belonging and local people have close neighbourly and family ties. This is our place A Council Area serving a population of 149,500 covering an area of 1,245km<sup>2</sup> with 71% urban dwellers and 29% rural dwellers 6 2 This is our time - a time of opportunity Over recent years the City and District has experienced considerable social, economic and environmental transformation. The UK City of Culture 2013, the Peace Bridge, development of the riverfront and the Strabane pedestrian bridge at Melvin, are just some examples of this transformation both physically and culturally. There has been a major investment in physical regeneration, a wide expansion of cultural opportunities and the City and District has become internationally renowned for its world class festivals and events. The region is also widely recognised for its effective approaches to reconciliation, its commitment to building peace, good relations and cultural diversity. There is a tangible new confidence - a clear vision and direction within the City and District.

Building on the progress made in the development and delivery of the 'One Plan' in Derry; and the Community Regeneration planning process in Strabane District; there is now political and civic consensus on our key social, economic and environmental challenges and opportunities.

Through mature and developed partnership working and dynamic political and civic leadership, the region is already results, outcomes and impacts focused and is poised to build on the potential that community planning presents. There is a clear understanding that success can only be achieved by ensuring that we put in place proactive policies and actions to target and effectively challenge and address inequalities, social deprivation and poverty wherever it exists across our Council area. We are growing... We are building... We are building more houses and our houses are worth more. We are investing in parks, play areas, greenways and leisure facilities right across our City & District. This is our time - a time of opportunity. We are becoming healthier... Unemployment has fallen and our economy is growing. We are the only Council area in Northern Ireland which experienced a growth in its rates base in 2015/16 - up 2%, indicating that our business & residential sectors are growing. Jobs increased 6.3% from 2011 - 2015 (2011 - 50,469, 2015 - 53,630). There was a 39.6% decrease in people claiming job seekers allowance between August 2013 to March 2017. Males up 2.8 years. Females up 2.3 years from 2001/03 to 2011/13. 8.2. This is our time - a time of opportunity. We are innovating... The Ulster University is one of the top ten entrepreneurial universities in the UK. £42m is invested in research and innovation programmes each year and Ulster University is ranked in the top 3% of universities in the world. The Ulster University at Magee is developing a new medical school and an international college, existing specialisms include computing and engineering, stratified medicine, data analytics and nursing. In 2014 the Research Excellence Framework identified UU as one of the top 25% of UK universities for world leading research. The North West Regional College supports over 20,000 students and has spent over £20m in upgrading and improving its campuses in recent years. We are learning and improving... The % of school leavers who have achieved at least 5 GCSE Grades A\* - C has increased. (76.4% in 2013/14 to 82% in 2014/15). The % of school leavers who achieved at least 2+ A-levels has increased. (55.5% in 2013/14 to 58.9% in 2014/15). NI has the best performing education system for primary mathematics in Europe and the 6th best in the world (according to a major US survey). We are consistently the top performing region of the UK at GCSE and A-level examinations. We are safe and getting safer. Crime fell by 9.7% in 2016/17. This represents the second lowest fall in crime across the 11 Council areas. Recorded levels of antisocial behaviour is declining. We are more attractive to visit... Following the success of hosting the inaugural UK City of Culture in 2013 the Council area has experienced an increase in nights spent in the City and District (9.8% increase) and expenditure (6.9% increase) between 2014 and 2015. We are better connected... We have fibre optic, wireless and broadband connectivity through project Kelvin's trans-Atlantic submarine cable which offers excellent connectivity to North America and Europe. We are improving rail links and our key roads to both Belfast & Dublin. this is our time - a time of opportunity. 10.2 located in the city are a number of important 'anchors'. anchors are institutions, such as our university, our hospital, our cultural institutions, government and large businesses that combine expertise, employment and purchasing power to enable not just the City but the entire region to thrive. they provide a solid and attractive base for new investment. See diagram right). Joseph Rowntree Foundation the role of anchors in the eco-system of City-regions. This is our time - a time of opportunity. this is our time - a time of opportunity. 2. This is our time - a time of challenge. 12 Derry City and Strabane District has clearly made significant progress - but it is also important to recognise the scale of some of the challenges that the area continues to face.

These challenges are grouped under the three 'pillars' of wellbeing. Economic challenges Our labour force faces the twin challenges of high unemployment and high rates of economic inactivity. In January 2017, 5,079 people in the Council area were registered on the Job Seekers Claimant Count. Three-quarters of our residents live in areas that have higher Claimant Count rates than the NI average (2.8%, Jan 2017). Job Seekers Claimant Count rates by Super Output Area Equal to or above DCSDC average (5.3%+, Jan 2017) Equal to or above NI average and below DCSDC average (2.8% - 5.3%, Jan 2017) Below NI average (less than 2.8%). **This is our time - a time of challenge In Derry City and Strabane District** we have a higher proportion of young people long term unemployed. In January 2017, 32% of those claiming long-term unemployment benefit were young people aged under 25 (NI average of 21%). Derry City and Strabane District has a higher percentage of people who are economically inactive due to a disability or long term illness. Economic inactivity, Derry City & Strabane District and NI, 2015

| Age group | DCSDC  | NI    | Number  | %     |
|-----------|--------|-------|---------|-------|
| 16+       | 48,000 | 41.4% | 570,000 | 39.4% |
| 16-64     | 32,000 | 32.9% | 317,000 | 27.1% |

At 32.9% Derry City and Strabane District has a higher percentage of economically inactive people (those who are looking after a home/family; students; or retired) aged between 16 - 64 year olds than the NI average (27.1%). The most recent Census, in 2011, recorded 33% of these as being economically inactive as result of disability or long term illness. Whilst our job base has been growing since 2011, **it needs to further develop**. Number of employee jobs in Derry City & Strabane District, 2011 & 2015 Figures do not include farm labour

| Year | Number of jobs |
|------|----------------|
| 2011 | 53,630         |
| 2015 | 50,470         |

So the challenge is to:

- Increase the total number of jobs
- Reduce the long term unemployed
- Increase the median salary
- Understand the implications of Brexit, mitigate its challenges and explore any potential opportunities

In 2016 the gross median weekly pay for those living (£361.90) and/or working (£351) in Derry City and Strabane District was lower than the NI average (£393). Derry City & Strabane District and Donegal form the only functional economic region of its scale on the island that straddles a national jurisdictional border. The border itself is extremely porous in terms of work, shopping and trade and there are challenges due to different currencies and differential rates of corporation tax. Brexit adds considerable uncertainty to the economic outlook and has the potential to significantly change the dynamic of cross border trade and commuting. **In the short term it is likely to have a dampening impact on private sector investment**, although this is partially offset by positive impacts resulting from a more competitive currency in terms of businesses exporting.

**environmental and Physical challenges** **Building sustainable communities has been an important aspiration for the people of Derry and Strabane for some time but there continue to be challenges.**

- The delays on the A5 Dublin - Derry road and the absence of a motorway/dual carriageway between Derry and Belfast continue to accentuate the peripherality of the City and Region. There is a clear infrastructural deficit in the North West and the uptake of public transport is lower than average.
- We have very good recycling rates and landfill diversion rates but there is progress to be made in the treatment of food waste.
- 47% - 56% of

households in the City and District have been recorded as living Fuel Poverty in the most recent census (2011). This compares to a Northern Ireland average of 42%. • Our CO2 emissions per head of population are currently on a par with NI as a whole; our challenge is to maintain this level or improve upon it as our economic prosperity increases. this is our time - a time of challenge

**A5 A6 16 2 This is our time - a time of challenge Social challenges** Over the next 20 years the City and District will experience a significant shift in the age profile of the population. By the end of this period, our region is projected to have nearly 4,000 fewer children aged under 16 with an increase in those of retirement age of around 14,000. Change in population structure, 2016 - 2039 Age group Derry City & Strabane District Change % Change 0-15 -4,000 -12% 16-24 -2,000 -11% 25-44 -5,000 -13% 45-64 -4,000 -11% 65+ 14,000 66% Total -721 0% in terms of housing tenure, our council area has one of the highest rates of social housing within its area and has the second highest number of applicants on the social rented sector waiting list (4,247 in 2015-16). Our City and town centres stand primed for regeneration and investment. locations in Derry City Centre - ebrington, fort George; and Strabane town Centre together with a range of other underdeveloped physical assets in our towns and villages await investment to realise their full potential. this is our time - a time of challenge

Projected population change within age bands 2016 - 2039 Whilst the health trends for the Council area are moving in the same positive direction as that for northern Ireland as a whole, generally our residents suffer from higher levels of health inequalities. this is a situation that is further exacerbated for those living in our most deprived areas - both within our high density urban areas and our rural areas. Projected population change within age bands 2016 - 2039 18 2 **This is our time - a time for a new story** What matters now is how we respond to these opportunities, challenges and key issues. Official forecasts are merely based on past trends and we know that if we choose to do things differently, the future does not need to be a repetition of the past. **So we want to tell a new story about how we would like the future to look. this is the story that has emerged from our extensive consultations during this planning process including our citizens, our young people, our businesses and our communities.** Being a driver for economic prosperity north and South matters: We have a strong sense of our role as part of the wider global economy and society. as the capital of the north West of Ireland and located on the western frontier with Europe, our aspiration is to be a positive contributor to the Northern Irish, Irish, UK and European economies. With a more successful economy with lower levels of worklessness and higher levels of personal income we will be less dependent on external subsidies and in receipt of larger levels of locally retained tax that can be spent to further enhance our prospects. Our economy means so much more to us than something that can simply be measured in terms of Gross Domestic Product or Gross Value added. We certainly want our economy to grow, but we specifically want it to grow in a way that reduces inequality. reducing inequalities matters: We know that the evidence shows that where there is inequality there is poor wellbeing, poverty and disadvantage. inequality harms those directly suffering but it also harms us economically and socially regardless of how well off we are. Our future is one where income inequality and inequalities of all kinds are eradicated or substantially reduced. **this is our time - a time for a new story** 2 20 **This is our time - a time for a new story Governance matters:** Civic engagement in decision making where there is active and valued citizen engagement in decision making. It starts with this Strategic Growth Plan. We need great leadership, strong urban and rural

relationships, streamlined collaboration between local and central government and integrated cross border planning and delivery structures. **People and Places matter:** Our sense of belonging and identity, of being rooted within our families, neighbourhoods, communities and our relationships and connections within them matter. This is affected by the physical places that we live in: our streets, our schools and our shops, our places of work and our places of leisure and play. We are strongly connected to our place within nature and the connection we feel with the green open spaces where we live. Our communities are also those built on shared interests such as arts and sport which foster rich connections right across our City and District. Our future is one where we nurture our sense of belonging and our relationships with both our people and our place. The planet matters: We care deeply about our local environment and climate change. We understand that we are ultimately dependent on the natural world as a support system and we need to live sustainably: to produce and consume within planetary boundaries. We believe we can have a circular economy and a low carbon society. We need to promote renewable energy, develop an integrated, sustainable transport system and connect our rich waterways and greenways. the legacy of conflict matters: We are aware, many of us painfully so, of the legacy of decades of conflict. that legacy manifests itself in the trauma of individuals and families on whom the violence of the past has left deep scars both physically and mentally. We recognise this trauma and we are committed to helping those affected to enjoy full lives once more. We also recognise the even greater challenge of healing our community. We are intensely proud of how far we have come in overcoming division and mistrust. We are committed to continuing this important work and of being a beacon of hope and reconciliation. **this is our time - a time for a new story** 22 A new ambition and approach New ways of working The Organisation for Economic Cooperation and Development (OECD)" Public Governance Review of Northern Ireland is clear about the need for considerable reform across our public sector and in the way in which government engages with citizens. Community planning helps deliver on that reform and engagement. It has been defined as 'a process led by Councils in conjunction with partners and communities to develop and implement a shared vision for their area, a long term vision which relates to all aspects of community life and which also involves working together to plan and deliver better services'. The legislation also states that government departments must also 'have regard' to the community plan. To ensure this process has a chance of being successfully implemented we will need to transform the way we work. We will adopt the following new ways of working: It is clear that the new approach that is Community Planning will require high quality leadership to "make it happen". We see leaders at all levels and throughout the 'system' – we understand our leaders to be those committed to working for the common good. We want to encourage our 'system leaders' to develop three core capabilities<sup>1</sup> : • To be prepared to be wrong • To cultivate the ability to see the larger system • To shift the focus from problem-solving to co-creating the future 1 Community Planning Foundation Document, (2013) Department of the Environment 3 An integrated & inclusive approach A focus on creating 'collaborative advantage' Co-design & co-production Prevention An assets & evidence based approach Place-based leadership Our Partners the statutory partners named in the legislation have to come together to form our Strategic Growth Partnership

– our Community Planning Partnership. they include: • Council for Catholic Maintained Schools • Derry City & Strabane District Council • education authority • Health and Social Care Board • invest ni • ni fire and rescue Service • ni Housing executive • ni library authority • ni tourist Board • Police Service of ni • Public Health agency • Sports Council for ni • Western Health and Social Care trust they are joined by our Mayor, MP, MeP, MLA and Councillor representatives: our Mayor, MePs, MPs, MLAs and Councillors. the nine Central Government Departments are also partners (they are required by the legislation to ‘have regard to’ the Community Plan). Other key regional support partners are: • ulster university • north West regional College • City Centre initiative • Chambers of Commerce • foyle/Derg learning Communities • Strabane/Derry trades Council • Chairs of local Community Planning Groups • rural Development local action Group • north West Community network the Partnership is facilitated by Derry City and Strabane District Council and co-chaired by the Mayor of Council and representatives from the business sector, statutory partners and area based community planning groups. **this is our time - a new ambition and approach** 248 3 A new ambition and approach Our Vision A thriving, prosperous and sustainable City and District with equality of opportunity for all. Our Mission To improve the social, economic and environmental wellbeing of the city and district and to do so in a sustainable way. Cross cutting themes Equality and Inclusive Growth • Good Relations Sustainability • Rural Development Cross cutting themes Addressing Inequality and promoting Inclusive Growth There is a growing body of published literature which demonstrates that income inequality is damaging to economic growth. The OECD defines inclusive growth as ‘economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and nonmonetary terms, fairly across society’. Research by the Joseph Rowntree Foundation shows that work is a route out of poverty for some people. This means creating jobs through investment in infrastructure and service provision and creating more and better jobs in the private, public and social economy sectors. Inclusive growth is essential to reducing inequalities. We want to ensure that as many as people as possible have access to jobs. Our new partnership is clear on its vision, its mission and its cross cutting themes. Sustainability the legislation on Community Planning requires us to improve social, economic and environmental wellbeing and to identify ‘long-term objectives in relation to the district for contributing to the achievement of sustainable development in Northern Ireland.’ Our approach is to focus on a number of key areas. these include promoting sustainable communities, **the development of a circular economy approach**, a modal shift from the reliance on the private car to walking, cycling and public transport, reducing carbon emissions through energy efficiency and renewable energy, and protecting our own local ecosystems as the source of clean air, clean water and fertile topsoil. **this is our time - a new ambition and approach** 26 3 Good relations Good relations impacts significantly on societal wellbeing. it is important in relation to people’s access to education, training and employment, the mobility of the workforce and in attracting investment – as investment depends, amongst other drivers, on having a settled and stable community. it is also important that we develop our City and regional assets in ways that provide public spaces which are more accessible and welcoming to the whole community. So we wish to continue to build a united community, based on equality of opportunity, the desirability of good relations and reconciliation - one which is

strengthened by its diversity, where cultural expression is celebrated and embraced and where everyone can live, learn, work and socialise together, free from prejudice, hate and intolerance. rural Development this plan is committed to supporting both our City as a generator of economic growth and our main town, local towns, villages, small settlements and rural areas which provide a rich source of labour, space, natural assets, agriculture and tourism drivers. the rural needs act (northern ireland) 2016 received royal assent on 9 May 2016. the act places a duty on central government and public authorities, including District Councils, to have due regard to rural needs when developing, adopting, implementing or revising policies, strategies and plans and designing and delivering public services. Whilst the guidelines on screening and reporting in accordance with the act are still in development, this plan has been screened to ensure that this strategic policy supports sustainable rural development in accordance with this important statutory rule. A new ambition and approach this is our time - a new ambition and approach Our co-design approach the strength of feeling, the love that the people of Derry City and Strabane District have for the places we call home came through strongly in the co-design meetings, conversations and workshops that provided the raw material for this Plan. from Castlederg to Caw and from Claudy to the Creggan, we all identify in different ways with different places but what comes through is a strong sense of community and a commitment to making the most of the present and building a better future. Over 5,000 people were engaged in the codesign of our outcomes, indicators and actions. a robust, evidence-based approach was also used to inform the work of eight thematic groups and the local area based community planning processes. northern ireland Statistics and research agency data, a citizen survey to 1,400 households, engagement with children and young people, focus group research with groups identified as experiencing inequalities in accordance with Section 75 of the northern ireland act, provided us with an evidence base to develop and agree the key actions required to address inequalities and grow our City and District over the next 15 years. 28 4 Outcomes and actions Our co-design process agreed this framework for the development of our Strategic Growth Plan. The framework facilitated the establishment of eight thematic working groups to develop our outcomes, indicators and actions. Outcomes and actions as a result of our extensive co-design process the following outcomes were agreed and aligned to the three statutory pillars of wellbeing. these outcomes have also been developed and refined to closely align to those of the northern ireland executive's Programme for Government. the key actions have been developed by the thematic working groups, cross referenced and tested against the outcomes and are set out in the following pages. Outcomes and actions We have a better skilled and educated workforce 30 We are better skilled and educated 4 Outcomes and actions: Economy Outcome We are better skilled and educated Key actions include: Increase third level student numbers through the significant expansion of the Ulster University at Magee (including establishment of a graduate-entry medical school) and the North West Regional College. Develop and support models of shared education across the Council area – both capital and programme initiatives through a partnership model with a range of sectors. Continue to deliver on the work of the key sector subgroups established ensuring a global perspective on future skill needs (advanced manufacturing and engineering collaborative networks action plan, data analytics, digital/IT, tourism etc). Embed entrepreneurialism within all learning opportunities in collaboration with appropriate agencies. Develop local and sub-regional responses to skill needs and implement,

review and monitor the Skills Action Plan. Deliver Pilot projects to include work experience and upskilling opportunities to embed core employability skills for those entering the labour market, the long term unemployed and economically inactive. Increase industry engagement in careers advice and guidance including: **Become a Learning City and Region**. Promote and accelerate the practice of life-long learning, develop an active and inclusive learning culture from early education in families and communities. **Implement a STEM action plan**. Develop and promote STEM programmes in primary and post primary schools and deliver pilot projects focusing of STEM/Career/Industry Engagement. Promote the importance of educational pathways and promote the apprenticeship framework. Implement Vocational Educational Programmes for young people aged 14 - 18 at risk of disengaging (schools based pre-apprenticeship programme). Develop a collaborative and partnership model of working across the education sector with businesses to ensure smarter use of existing estate assets and funding. Support community and parental engagement projects focusing on numeracy and literacy Increase the level of continuous professional development and support available for teachers across a range of areas **particularly STEM**. Our young people have improved attainment levels Refers to Programme for Government outcome 5 As a North West Learning Region we have increased training and learning opportunities Education & Skills Reinforcing and growing Derry~Londonderry's role as a vibrant University city The key catalytic expansion of third level education options within the Ulster University at **Magee includes the establishment of a medical facility at the campus**. the compelling business case for the expansion has already been issued to the northern ireland executive for consideration. the plan outlines the preferred option for expansion of student numbers and other wider considerations, with **the primary objective of reinforcing and growing Derry's reputation as a vibrant university** City. the intention is that the overall provision at the Magee campus will rise to at least 9,400 full time equivalent students. this includes increasing full time undergraduate places, bringing the total to approximately 6,000. the business plan aims to fully inform decision making by the Department of economy and the ni executive in relation to both sustainable funding and the current Maximum Student number cap (MaSn).

the plan also includes an additional 750 full time students to the north West regional College by 2025. joseph rowntree foundation economy 32 4 Outcomes and actions: Economy Enterprise & the Economy Outcome We prosper through a strong, competitive, entrepreneurial and innovative economy Refers to Programme for Government Outcomes: 1, 5, 6, 12 Key actions include: **Maximise job creation and investment opportunities in our City and Town Centres, regionally significant regeneration sites and rural areas**. Establish a Development Zone Pilot to mitigate the challenges and explore the opportunities arising from Brexit. Develop more Grade A office accommodation. Build and Strengthen clusters of Industry specialism in Advanced Manufacturing, Life and Health Sciences, Digital and Creative Industries and Tourism. Develop compelling business cases and support packages for Foreign Direct Investment and develop our international connections to drive growth and investment. Secure investment into Strabane Business Park and ensure its full utilisation. Develop a pilot Rural Community Broadband Scheme and roll out in multiple locations. **Develop incubation space and opportunities for collaborative public sector shared office space**. **Provide intensive mentoring support for**

Entrepreneurs from underrepresented groups. Deliver business start-up programmes and development support focused on areas of high economic inactivity and rural community hubs. Develop a vibrant social economy sector through targeted support programmes. Meaningful and rewarding employment is available to everyone Our economy is better connected and more prosperous **We are more entrepreneurial, creative and business ready** and have grown our economic base We are more specialised and innovative and have competitive advantage the regional Development Strategy recognises the importance of cities as drivers of economic growth, and that Belfast and Londonderry are **key population and economic centres and as such will be catalysts for growth across northern Ireland**. the national Planning framework – Ireland 2040, also outlines that we need to enhance performance of the North West Metropolitan area which is key to both the Northern Ireland Executive's and the Irish Government's ambitions to realise the economic potential of the region. Moreover, the draft Industrial Strategy for Northern Ireland outlines the intention to move towards a rebalancing focus and to invest in infrastructure to support the growth of Londonderry as the driver of the North West. Indeed, over the past 25 years successful cities have become the main source of both national and global economic productivity. The international evidence from successful world cities, including those that have completely reversed their cycle of decline – such as Bilbao, Malmö and Pittsburgh – suggests that cities perform better in those countries that are less centralised. The evidence from Europe and internationally also indicates that small and medium-sized cities, like Derry~Londonderry, are becoming more important to future economic growth, especially when linked together in mutually supportive networks across wider spatial areas. This would support the arguments for greater connectivity between all cities in Northern Ireland and Ireland. Within Great Britain and England in particular, cities have attempted to tackle low growth by joining together with neighbouring councils to form city-region 'combined authorities' based on the functions of their local economic geography. Subsequently, in establishing a strong North West focus, Derry~Londonderry's role has become pivotal to the health and success of the wider North West regional economy and as a net contributor to the wider economies in North and South of Ireland. **A successful Derry~Londonderry / North West City Region is critical to the future wellbeing of everyone living within Northern Ireland and the North West of the island of Ireland**. Our approach to economic growth focuses not only on stimulating growth and creating jobs through investment in infrastructure and service provision, but also in ensuring inclusive growth and that as many as people as possible have access to those jobs and understand the relationship between prosperity and poverty. **this investment is premised on the effects of a dividend that will spread the growth and reform to all the District's surrounding areas and to Northern Ireland as a whole**. economy Derry/North West City Region Regeneration 346 4

Tourism, Arts & Culture Outcome We live in the cultural destination of choice Refers to Programme for Government outcomes: 10 & 12 Key actions include: Secure international designations such as European Capital of Culture 2023 and UNESCO Creative Cities Network. Develop and promote our heritage assets - in particular managing the Walled City to realise its full potential to the standard of a world heritage site - through capital investment, preservation and a marketing programme. Expand and develop the Walled City Signature Project including Phase 2 of the Lighting Strategy to encompass new attractions. Promote the use of the District's waterways and in particular the River Foyle as a tourism attraction. Scope the potential of a

regional gallery being located in the City with relevant partners Develop a maritime museum and genealogy centre at Ebrington Develop a regionally significant, family friendly wet weather attraction as part of Council's new leisure estate. Support the core cultural sector to become sustainable through new revenue opportunities including funding and commercial activity. Develop and deliver an Access and Inclusion Programme in partnership with the Public Health Agency encouraging participation and engagement, promoting intercultural diversity and promoting accessible cultural experiences. Drive capital investment in visitor orientation and infrastructure to improve accessibility and the development of community tourism initiatives. Establish a Tourism Delivery Partnership to oversee the implementation of the tourism community planning actions and act as an industry voice and lobby group. Establish an Arts and Cultural Delivery Partnership to oversee the implementation of the Arts and Cultural community planning actions and act as an industry voice and lobby group. Develop a comprehensive cultural strategy and action plan to address issues such as growing participation, developing audiences, strengthening the sector, supporting our practitioners and improving the health and wellbeing of our citizens. Create and support national and international cultural exchanges and collaboration. Outcomes and actions: Economy We are the cultural destination of choice and offer world-class visitor experiences Develop an ambitious festival and events strategy to sustain and grow the existing festival and events programme, develop capacity, capability and secure events of international appeal and develop signature events around key themes such as the 400th anniversary of the City Walls. Support the development of key tourism, arts and cultural capital projects that will have a significant impact on the delivery of the tourism and Cultural strategies and complete a scoping exercise on the feasibility of a significant major new iconic tourism/visitor attraction. Secure new visitor destination premises with state of the art digital visitor services. The great national and international success of our year as the UK City Of Culture 2013 and the development of the Alley Arts and Conference Centre are just two of the most high-profile examples of the wonderful cultural renaissance that has taken place in the City and District in recent years. We also have a vibrant arts scene widely supported by a population who place great value on creativity. This is against a backdrop of a remarkable built heritage - of which the historic City Walls are the most striking feature adding up to a thrilling visitor experience and with all the economic benefits that tourism can bring. But culture and the arts are much more than an economic opportunity, important as they are. Our creative skills and instincts manifest themselves in myriad ways throughout our district – in our homes, schools, businesses, creative and community venues and in the streets. Making music, singing, story-telling, poetry, drama, dancing and making all manner of things: these are what help define who we are and bring meaning and vibrancy to our lives. economy 362 4 Physical & Environmental Regeneration Outcome We live sustainably, protecting the environment Refers to Programme for Government Outcome 2 Key actions include: Deliver a new Local Development Plan and local planning policies to provide a framework to support sustainable economic growth and development and the social needs of the City and District. Prepare a development and conservation spatial framework and masterplan for both Derry City Centre and Riverfront and Strabane Town Centre to provide high quality design and regeneration and investment. Develop a conservation-led masterplan and implementation action plan for the village of Sion Mills and other settlements, including Newtownstewart town centre conservation area. Protect and

promote our natural and built heritage assets through the establishment of multi-sectoral heritage partnerships, heritage education programmes and skills specialisms development. Progress the development of regionally significant regeneration sites in Ebrington, Fort George, Derry City Centre and Strabane Town Centre in collaboration with government and private sector partners. **Deliver major local area-based regeneration projects and initiatives including the Top of the Hill masterplan and Drumahoe area development plan.** Support the implementation of the Urban Villages Programme in the Bogside, Fountain and Bishop Street areas to foster positive community identities, build community capacity and improve the physical environment of the area. Provide quality social and private housing in sustainable urban and rural neighbourhoods to meet the needs of our growing population providing attractive places to live within easy access to local services and amenities. Design and Deliver high quality public realm schemes in our urban centres. We have stronger environmental stewardship Outcomes and actions: Environment and Regeneration Our Local Development Plan contributes to the development of sustainable communities and to meeting housing need We benefit from well designed and managed green space We value and enhance our environment Develop our parks and green spaces including major regeneration and enhancement schemes in Ballyarnett Country Park, Culmore District Park, Castlederg Castle and Gardens, Boom Hall, riverine, Carricklee in Strabane and St. Columb's Park. Promote neighbourhood and village enhancement through the development of local environmental improvement schemes and community play parks **and facilities.**

Develop community led regeneration initiatives to promote environmental stewardship and the responsible use and protection of the environment. environment and regeneration Our actions within this theme focus on the environmental and physical regeneration of our urban and rural places, on our built and natural environment, on how they interact, and on how we live as part of both in a sustainable way. Sustainability is an important cross-cutting theme for the plan and we want to create the physical conditions and the behavioural change required to enable sustainable living. the focus is on affordable housing providing high quality living environments making up diverse and sustainable communities. it is also about improving the public realm, our built heritage and green infrastructure and spaces to make our City, town and rural areas vibrant and attractive place to live, work and visit. Our green spaces and our natural environment are an essential component of our mental and emotional health and wellbeing. everyone needs access to the healing qualities of nature and everyone has a role to play in being stewards of our environment for current and future generations. in partnership with the Strategic investment Board, urban designers, commercial financing specialists and leading property consultants, a compelling investment proposition is currently being prepared to spur private sector investment into the physical and environmental regeneration of both Derry City Centre and Strabane town centre. focusing on a number of prime opportunity sites developed into clusters, this proposition will maximise the strategic growth and regeneration of our urban centres as key enablers to the prosperity and growth of local businesses, people and communities. a public sector stimulus is also currently being scoped to be included as part of this package to improve the internal rate of return for large scale investment locally. 38 4 Infrastructure: Energy, Waste, Transport & Water Outcome We connect people and opportunities through our infrastructure Refers to Programme for Government Outcome 13 Key actions include: Delivery of strategic road infrastructure

including: The A5 Western Transport Corridor from Derry to Aughnacloy and N2 improvements beyond enhancing critical and safe connectivity to Dublin. The A6 dualling project from Derry to the M22 providing high quality dual carriageway/motorway connectivity to Belfast The upgrade of the A2 Buncrana Road cross-border economic corridor to release the potential of Fort George and other development opportunities along its route. Development and delivery of a sub regional integrated transport strategy and implementation plan for the City and District. Provision of enhanced rail services and facilities including more frequent connectivity to Belfast and Dublin and the development of a new rail station and multimodal transport hub with integrated connectivity to local city and regional public transport services and the greenway network. Improved connectivity and frequency of flights from City of Derry Airport to major business hubs and the development and sustainability of the Airport. Enhanced City regional, cross-border and inter-city bus services, timetabling and frequency. Scoping, feasibility, design and delivery (subject to funding) of a city orbital route connecting the A5, A6 and a 3rd Road Bridge across the River Foyle at Newbuildings. Outcomes and actions: Environment and Regeneration We have a secure and affordable energy supply We have moved towards a Zero Waste circular economy We have more integrated, sustainable and accessible transport Our water is cleaner and more effectively managed the development of our infrastructure is vital to the regeneration that this Strategic Growth Plan aims to achieve. energy, Waste, transport and Water make multiple contributions to our economic, environmental and social wellbeing. Our approach to energy use determines how successful we are at combating fuel poverty; its availability at the right price is vital for the economy; and the amount of carbon dioxide we produce as a result has an impact on the future of our planet. Waste is now understood as a resource so that the question is not how do we get rid of it but how do we produce as little as possible and use what is produced to provide new business opportunities. a highly effective transport infrastructure is vital for the economy and for tourism but it is also about how we enable everyone to access essential services and, more than that, give everyone the capability to participate fully in the life of society. and of course climate change confronts us with the big challenge of shifting from over-dependence on the private car to walking, cycling and public transport. environment and regeneration Promote a modal shift and the use of cycling and walking through the development of our greenways including extension of the Waterside greenway to Strathfoyle, development of the network in Strabane town incorporating a new footbridge and major cross border connections from Lifford to Strabane, Buncrana to Derry and Muff to Derry. further development of facilities at Foyle Port. ensure an integrated approach to waste management and developing a circular economy approach to meet landfill diversion targets, invest further in high quality waste facilities and infrastructure. analyse the regions energy consumption and develop a strategy to reduce energy use through the establishment of an energy sustainability forum, promote energy efficiency, gas availability, appropriate planning and siting of renewable energy development and implement a smart grid pilot project. Prioritise water investment, the promotion of urban sustainable drainage systems and protection from the risk of flooding. 40 4 **Health & Wellbeing Outcome We live long, healthy and fulfilling lives** Refers to Programme for Government Outcome 4 Key actions include: A strong focus on mental health and wellbeing across the lifetime of our people based on models of prevention, early intervention, pathways to recovery and the Future Foyles research. Develop an alcohol and

drug awareness and intervention programme focused on safe drinking levels and working with the police to address illegal alcohol and drugs supply. Develop community based support for the delivery of crisis intervention services. Deliver a health literacy programme focused on developing the capabilities of individuals to take control of their own health. Develop an age friendly and child friendly City and Region through an integrated programme of action, based on a rights based approach and on the eight World Health Organisations' key themes. **Develop new regional sport and leisure facilities** at Templemore in Derry City and in Strabane. Support cross-border collaboration in health and social care with a focus on early intervention with vulnerable families; promotion of positive mental health and well-being; supporting independence **and inclusion of older people**; and citizenship for people with disabilities. Deliver a programme of sports pitch development, to include an extensively refurbished Brandywell Stadium and Melvin Sports Area. **Deliver an ongoing phased expansion of Altnagelvin Hospital and two new primary health care centres – one in Strabane and one in the westbank of Derry-Londonderry.** Deliver an ambitious programme of play areas, remodelled parks, open spaces and an expanded greenway/cycling network across the City, towns and villages of our Council area. Build the capacity of our local sporting and recreational clubs to become more sustainable and encourage higher levels of participation and proficiency in sport and recreational activities. Deliver a sports development programme to promote greater activity by people with a disability, women, girls, older people and those living in areas of high social need. Outcomes and actions: Community and Social We have improved physical & mental health Health inequalities are reduced We are more physically active We age actively and more independently Our City has a key strategic role in the administration of primary public health provision within the North West Region. Over the next 15 years in the region of circa **£350m shall be spent on the extension of altnagelvin Hospital and its development as a centre of excellence in medical innovation in science, treatment and care.** long, healthy and fulfilling lives depend much more on the capabilities that individuals have to live well than on a healthcare system that, no matter how good it is, can only help once things have gone wrong. **first class healthcare is important, especially given the poor health experienced by many of our most vulnerable citizens and our focus will be on empowering people to lead healthy lives, on preventing physical and mental illness, on intervening in those crucial early years** and helping people to age actively. We will focus on the high personal and social cost of misuse of alcohol and drugs, recognising the traumatic legacy of conflict and the dependency this has led to for so many people. We will tackle health inequalities experienced by our people by working closely with the community and voluntary sector to build healthy and sustainable communities which create the conditions to overcome those inequalities: to reduce defeat and despair where it exists and replace it with hope and confidence and therefore improved physical and mental health. **We shall invest circa £75million on our strategic leisure projects** - with the development of two, new regional sporting and leisure facilities, one in Derry and one in Strabane. We will continue with our investment in high quality parks and play areas and expand our City, regional and cross border greenway network. this plan will help our citizens to become more active and reap the many health benefits that exercise brings. Community and Social 42 4 Outcomes and actions: Community and Social Community Development Outcome We live in a shared, equal and safe community Refers to Programme for Government Outcome 3, 7, 8, 9 Key actions

include: Establish local community planning partnerships and deliver action plans which enable people to become actively involved in the planning and delivery of community services and facilities. Promote greater integration and inclusion within and between communities through shared spaces, services and facilities and the development of rural community clusters. **Foster positive community identities and build community capacity through a range of interventions. Reduce crime, disorder and intercommunity tensions by addressing interface and contested spaces issues and improve safety.** Develop iconic shared space projects in Strabane/Lifford, Waterside and Top of the Hill areas. **Design and deliver a programme of improved community centres and facilities. Empower communities to make the most of their assets through developing a community asset strategy.** Develop co-design and co-production ways of working to deliver improved outcomes for our people. We are more actively engaged and can influence decisions which affect us We have access to quality facilities and services Our Community and Voluntary sector is more resilient and sustainable We have safer communities The wellbeing of people and communities depends on our ability to be involved in the things that matter to us. If we feel we have some influence over those things, some control over our own destiny, then we feel better about our lives and our communities are strengthened as a result of our voices being heard. A crucial component in all if this is our community and voluntary sector which is close to the lives of people. **When it works effectively in partnership with government there can be a significant impact on the quality of those lives.** This approach of involving people and working with the community and voluntary sector is central to tackling poverty, disadvantage and inequality, linking local people to jobs or assisting them to move closer to the labour market. Children & Young People Outcome Our children and young people have the best start in life Refers to Programme for Government Outcome 14 Key actions include: Adopt UNICEF UK's Child Rights Framework to improve services for children and young people. Support the implementation of a Pioneering Community pilot project to address child maltreatment reducing levels of disengaged attachment in children. Deliver proactive early intervention to improve family support for children falling below the statutory thresholds for intervention. Provide positive opportunities for children and young people to take part in play, music, arts, drama, recreation and sport. Engage and empower young people through their participation and involvement in the development and delivery of an inclusive programme of events and initiatives for Year of Youth 2019. Establish local structures to allow children and young people to be involved in decisions which affect them and have their voices heard, including establishment of a Youth Council. Establish Child Poverty Advocacy to facilitate and develop proven models of good practice that will help reduce the number of children/ young people living in poverty. Community and Social Our children and young people are safer, healthier, more respected and included Our children and young people are better able to fully realise their potential and become active, responsible citizens Our approach to providing our children and young people with the best start in life is based on a five part strategy. First is UNICEF's rights-based approach where children and young people know and understand their rights, are treated with dignity and feel nurtured. They have a say in decisions that affect them and experience services that are built around them. Secondly, families and communities are key to ensuring children become happy, healthy, confident individuals and they must be supported in this. Thirdly there are strong links between social deprivation and low educational outcomes and this requires a whole community approach

in which schools, families, communities and statutory services work together. Fourthly, growing up involves often difficult and sometimes unexpected transitions. The support offered at these times of change will build the coping skills that can inform a young person's values, emotional resilience, social and spiritual development. Finally, children and young people growing up in poverty and disadvantage have poorer outcomes and are less likely to do well in later life. Eradicating poverty is central to giving children and young people the best start in life.

Strabane Town Centre Footbridge Urban & Rural Heritage Conservation 44 4 Key Strategic Capital Projects to be delivered/completed by 2025 Multimodal transport hub Waterside Ebrington Phase 1 Grade A office accommodation. Maritime Museum. Hotel & Tourism Development Randalstown to Castledawson & Dungiven to Derry Melvin Pitches Strabane Parks & Play Projects NWRC Development of North West Regional College at Springtown & Strand Road Primary Health Centre, Derry Brandywell Stadium & Sports Centre Development Hotel Development Walled City Lighting Project Phase 2 Public Transport Improvements Major Private & Social Housing Developments Incubator Hub Fort George Local waste management facilities New Leisure Centres in Strabane & Templemore Ulster University expansion including graduate entry Medical College Riverine Project Strabane North Wing Altnagelvin Hospital Villages enhancement & Rural Development Programme Waterside Shared Village Derry to Strabane A5 Strabane Town Centre Public Realm Major Private Sector Commercial & Retail Developments Fort George site remediation & development New Public Realm, Derry City Centre Expansion of greenway network including Riverfront & Town Centre Key Strategic Capital Projects to be substantially progressed by 2025 Port Development Schools Development Carricklee Landfill Site Regeneration, Strabane Development of Strabane **Urban Villages Initiative** Enterprise Park including new pedestrian bridge Ebrington phase 2 Mixed use commercial & residential development Iconic global tourist attraction Student housing developments Sion Mills & Newtown Stewart conservation projects Development of Fort George & major regeneration sites in Derry City Centre & Strabane Major regional parks projects at Culmore, Ballyarnett, Boom Hall & Castlederg Castle Site Design development 3rd Road Bridge & orbital route Primary Health Care Centre, Strabane Strabane to Ballygawley A5 Further expansion of Ulster University at Magee Strabane Town Centre Footbridge Riverine Regeneration Buncrana Road upgrade A2 Feasibility Design Development Dungiven to Castledawson A6 Cross border greenways development & delivery of Strabane/Lifford & Derry/Buncrana/Muff NWRC Development of North West Regional College at Strabane Regional Gallery Proposal 46 5 Impacts Derry City and Strabane District Council has estimated the expenditure and direct employment impacts of the capital projects set out in this plan - and in partnership with the Ulster University's Economic Policy Centre, an economic modelling system has been developed to measure the likely economic potential for the Council area. The model produced sectoral employment, Gross Value Added (GVA), skills, commuting, fiscal impacts and CO2 emission forecasts, encompassing the direct impacts, the indirect (supply chain) impacts and the induced effect (spending) impacts of the projects. The result of the analysis indicates the potential of the projects in the plan to transform the economic landscape of the City and Region. With a projected £3.8bn 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 15,000 new jobs if all of the projects are included and delivered in full and within the plan timeframes (figures which exceed current baseline non-growth plan projections by over 100%). One of the most widely used economic indicators, Gross Value Added (GVA), considered in simple terms as the value of all wages and profits generated is also forecast to increase by approximately £500m generating an additional c.£170m of additional wages into the local economy every year. The projected increase in employment - and decrease in inactivity levels within the working age population, will have a significant impact upon the level of unemployment within the Council area.comparable to that experienced by some of the world's most dynamic and successful cities in the last 20 years or so and It will decrease the unemployment rate, if the ambition is realised to 3.3% by 2030 – the same rate or even slightly below the projected Northern Ireland average for the first time in the recent history of the City and Region. DC&SDC Strategic Growth Plan scenario employment forecasts Source: uuePC analysis While the below 'baseline scenario' takes into account current forecasting in relation to the potential impacts of Brexit, given present economic forecasting volatility in respect of such impacts, it is proposed to update and re-run the economic model on at least an initial six-monthly basis in the early years of the plan period. impacts the scale of the ambition is of course challenging requiring a rate of growth is critically dependent on the urgent and rapid progress of a number of key catalyst projects including: • The expansion of the University of Ulster Magee Campus • The completion of the A5 Western Transport Corridor • The delivery of the A6 Derry to Belfast road • The upgrade of the A2 Buncrana Road including its junction with Strand Road One of the principal risks in the successful delivery of the plan is if one or more of the above key catalyst projects does not progress or proceed on time with the potential to negatively and significantly impact on the other projects and the achievement of outcomes within this plan. to quantify this risk, these projects were omitted from the model which between them account for over £1bn of capital expenditure and 3,500 direct jobs. 5 48 Modelling these impacts suggested that Gross Value Added could be £300m lower than the full delivery scenario and employment would be approximately 50% lower. Unemployment and economic inactivity would remain above Northern Ireland averages if the key catalyst projects are not completed. Interdependencies & Risks the success of many of the projects in the plan is dependent on the delivery of the key catalyst projects. for example, the delivery of significant road improvements will impact on the region's ability to develop key economic regeneration sites in ebrington, fort George, Derry City Centre and Strabane town centre. In particular, the university expansion is fundamentally critical in improving the economic attractiveness of 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. interdependencies & risks Investment & funding The City and District has the lowest rates base, is dependent on a rates support grant and is faced with reducing national and international funding streams. Private sector confidence is not as strong as required. The capital expenditure programme within this plan is ambitious, totalling over £3.8billion. This long term plan includes private sector expenditure as well as public. There is assurance that many of the large scale public sector capital projects identified in the plan are currently referred to within the draft programme for government and/ or within Statutory Community Planning Partners' capital plans. The development of a private sector Investment proposition highlighted in the

Environment & Regeneration 'Outcomes & Actions' section of the **Plan for opportunity regeneration sites** in Derry City Centre and Strabane Town Centre, together with the formulation of a business case to Central Government for establishment of a regeneration 'stimulus package' or 'growth deal' should, if successful incentivise and lever in significant private sector investment Skills Supply In the profile of the skills requirements within the forecast, additional employment 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 as well as migration and commuting into the area in order to fill additional employment opportunities within the plan. This risk will be controlled and mitigated through implementation of the key actions set out in the Education and Skills section of the economic pillar. There is also a need for more people to move into the Council area to take up employment opportunities. Delivery of the plan in itself will ensure that the area becomes a more attractive place to live and work. Brexit Derry City and Strabane District Council and Donegal County Council published innovative research in February 2017 which outlines 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**. The North West Strategic Growth Partnership – a partnership between both Councils and Governments - provides a strong model through which to build practical responses to the UK's exit from the EU. The free movement of goods, people and services across the border is essential and will provide opportunities. The border can draw on its commuting labour pool, become a bridge to EU funding, provide seamless access both to the UK and the EU markets and act as a link to Foreign Direct Investment.

5 Interdependencies & Risks

| Risk                                                                                                                                                                                                                                     | Mitigation | Risk Mitigation | Risk Mitigation |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-----------------|
| The process of building the economic model, analysing the impacts and resources that are required reveals a number of key risks to delivery for the modelled outputs to be achieved. These are set out below with suggested mitigations: | 1%         | 43%             | 24%             |
|                                                                                                                                                                                                                                          | 19%        | 9%              | 2%              |
|                                                                                                                                                                                                                                          | 2%         | 2%              | 2%              |

inclusive Growth Many of the employment opportunities are at level two and above, which means that those who have no qualifications are likely to face significant challenges in securing employment unless they are up skilled. To mitigate against this risk and promote inclusiveness and equality of employment opportunities, measures through the skills development actions and additional policy interactions shall be directed and targeted to include the most deprived and correspondingly low skilled wards. Consumption expenditure the plan is heavily reliant on consumer expenditure and will rely to a large degree on cross border trade tourism and expenditure from those living in other council areas to deliver upon plans for the retail and accommodation sections. Closer across border collaborative working; development of the City Region and a compelling tourism and investment proposition Additional jobs require high skills CP ambition, net additional jobs by skill level, 2025

| nQf level | 4 | plus | nQf level | 2 | nQf level | 3 | Below | nQf level | 2 | no qualifications | Other qualifications | trade apprenticeships |
|-----------|---|------|-----------|---|-----------|---|-------|-----------|---|-------------------|----------------------|-----------------------|
| •         | • | •    | •         | • | •         | • | •     | •         | • | •                 | •                    | •                     |

Source: uuePC modelled estimates of the Capital Projects within Community Plan inputs, as provided by Derry City & Strabane District Council Community Planning team interdependencies & risks • • • risk Mitigation Mitigation risk Strategic Alignment Programme for Government This Plan starts with the 'outcomes' we want to achieve. Focusing on outcomes helps us establish and maintain effective partnerships and shifts attention to the bigger picture and end results. This approach has also been adopted by central government

with the Northern Ireland Executive's Draft Programme for Government and regional policies and strategies. Community Our Community Planning Outcomes have been mapped and aligned to the Programme for Government Outcomes and are referenced in pages 30 - 43. North West Cross Border Partnership Arrangements Many of the key strategic priorities for the Derry City and Strabane District Council area are also those for the wider City Region. It is therefore imperative that key actions to deliver on the economic, environmental and social regeneration and well-being of the area are advanced on a cross-border collaborative basis. With that objective, new partnership arrangements have been established between Derry City and Strabane District Council, Donegal County Council and with both Governments. The North West Regional Development Group is a joint committee of both councils driving forward a collaborative work programme across the 3 pillars of well-being while the North West Strategic Growth Partnership brings together senior representatives from both Governments, North and South to improve collaboration on delivery of key strategic projects and initiative and reduce 'back to back' planning.

6 Making it happen 52 Area based Community Plans Whilst this plan takes a strategic view of the whole District, it is also important to connect to needs and aspirations at a more local level within our neighbourhoods and communities. As part of the co-design process we are drafting eight Area Based Community Plans. "partnerships wiAs part of the co-design process we are drafting eight Area Based Plans. These local plans are being developed to deliver on the outcomes of the Strategic Growth Plan at a local level with neighbourhood and community based programmes and actions. Our Local Development Plan Our Local Development Plan – or land use plan – aims to secure the orderly and consistent development of land with the objective of furthering sustainable development and improving wellbeing. There is a formal link in legislation between the Development Plan and this Strategic Growth Plan. The two plans work in tandem towards the same vision. Making it happen 6

6 Making it happen 54 Partnership Working Strategic Growth Partnership A Strategic Growth Partnership (Community Planning Partnership) has been formed to provide overall governance and oversight of the Community Planning Process. This partnership will be facilitated by the Council. The statutory partners named in the legislation will be joined by political representatives, the nine Central Government Departments and other key regional support partners. Outcome Delivery Partnerships Outcome Delivery Partnerships will be established to implement, deliver and report on the actions in the Strategic Growth Plan in a way that contributes to their relevant outcomes. These ll develop action plans, agree timescales, costs and local partners. They will be led by the Statutory Partners and shall report to the Strategic Growth Partnership. They will also be responsible for targetting programmes at particular areas and sections of the community who are experiencing inequalities. Equality Assurance & Oversight Group We have made a commitment throughout this Plan of delivering a vision of a thriving, prosperous and sustainable City and District, with equality of opportunity for all. During our co-design process, we have endeavoured to recognise and address the needs of people of different gender, religious belief, political opinion, sexual orientation, age, racial group, marital status and people with / without dependents and people with / without a disability (Section 75 equality groups), as well as rural and socially deprived communities. We have prepared an Equality Impact Assessment of our Community Plan and specifically sought to identify the key inequalities that currently exist, the correlations to the community plan outcomes and the actions

that will directly affect people who experience exclusion / inequality. It is recognised, however, that whilst a number of key actions have been identified, it is not possible to incorporate all the actions/future actions that will support our aspirations for equality of opportunity for all, within the strategic Community Plan document. Supporting implementation plans will provide more detail of the programmes and activities that will be advanced to help deliver on our Vision. It is also recognised that embedding equality and delivering inclusive outcomes requires the involvement of stakeholders in the ongoing development of new approaches to monitoring impacts, challenging progress and contributing to finding new ways of accessing opportunities. For this reason, we have established and will continue to develop an Equality Assurance and Oversight Group comprising representatives from Section 75 categories, and rural and deprived communities. This group will have responsibility for monitoring progress against equality indicators and targets, identifying emerging issues and providing feedback to the Community Planning Partnership. The effectiveness of our approach to ensuring that we deliver on **our vision will be kept under review so as to maximise the benefits achieved for as many people as possible.** Statutory Partners Group A Statutory Partners Group is drawn from the statutory partners. This group is responsible for planning, coordination and delivery across key projects and for ensuring proper resourcing and accountability in each element of the programmes. Area Based Community Planning Groups Eight Area Based Local Community Planning Groups will enable residents to give their views on how public services can be better provided in their own local areas. These partnerships will develop local plans which will reflect the outcomes in this plan and develop local actions to meet local needs, reduce inequalities and improve wellbeing.

Making it happen 6 56 Costs, financing and investment Capital investment category  
Approximate cost (£bn) Potential Funding Source Economic 1.366 Council, Central Government, Private sector Infrastructure 0.775 Council, Central Government, Private sector Housing 0.713 Central Government, Private sector Education 0.444 Central Government Health & Community 0.357 Council, Central Government Environment 0.147 Council, Central Government Making it happen A detailed and costed analysis of the capital projects underpinning this plan have identified an overall capital investment requirement of £3.8bn by 2032. The key signature projects include regionally significant infrastructural investment – such as roads, **development of our strategic sites and assets, the expansion of Ulster University at Magee, continued development of public health facilities,** housing development, Council's strategic leisure investment, parks, greenways and community facilities. The plan includes £2.3bn of required public sector spend across both Central and Local Government. Whilst all of this funding has not been secured, the projects are completely aligned to the draft Programme for Government and feature within the existing statutory agencies capital development programmes. Central Government growth and stimulus funding will be critical to successful delivery of the plan and Council will take the lead in building this case. Over the next 15 years, Council anticipates leading and delivering upon over £200m of this investment plan. As a result of its' efficiency programme, loan financing through the public works loan board, and successful leverage of external grant and EU funding, **Council has already identified funding to drive over £70m of these projects.** Further success will require medium term rates investment, facilitated by continued ratebase growth and identification of further operational efficiencies. To ensure maximum leverage of Council investment, **Council will continue to explore all possible financing**

and delivery options, and to maximise Central Government and private sector funding. Making it happen the plan also represents a significant opportunity for private sector investment of up to £1.5bn, mainly through residential development and commercial development of key strategic sites. to assist this, Council is working towards a compelling and collaborative investment proposition for public sector assets in Derry City Centre and Strabane town Centre. this will identify sites with commercial investment potential **which can directly contribute to the growth and economic wellbeing of the city and region into the future**, and outline a range of financial tools and structures available which the Council will consider utilising in welcoming partners to invest. The Ulster University Economic Policy Centre have forecast that if this plan is implemented in full it has the potential to generate nearly £100m in tax revenues, £9m through rates, part of which is district rates and are retained within the Council area. **if the essence of community planning is working collaboratively across the different parts of government and with other partners, then a collaborative approach to budgeting for this joined up working is essential.** this is difficult to achieve when budgets are actually held by different organisations but we intend to make progress in this direction by costing the actions in this plan and working as a Strategic Growth Partnership towards aligning budgets to the agreed outcomes. in this way accountability remains with the budget holder but the actions we are taking will be funded in a coordinated way. for many of the actions in this plan it will be desirable to go further and organise pooled budgets. this is when two or more partners make financial contributions to a single fund to achieve specified and mutually agreed aims. it is a single budget, managed by a single host with a formal partnership or joint funding agreement that sets out aims, accountabilities and responsibilities. 6 58 Monitoring, Communicating & Review **Residents will be able to hold us accountable for the progress we are making towards the outcomes set out in the plan.** We have developed a suite of population-wide indicators to monitor performance against the outcomes. A high level storyboard of our indicators is detailed below. **These indicators will also be supported by a number of performance measures.** These performance measures will be developed by the Outcome Delivery Partnerships and will be used in the monitoring and reporting process.

Economic wellbeing 16 - 64 economic inactivity levels (excl. students) Claimant count levels Employment level / rates Number of employee jobs Levels of GCSE attainment (incl. Eng & Maths) Value of overnight tourism (expenditure) - out of state Population wide indicators: • Estimated trips • Estimated nights • Estimated expenditure Environmental wellbeing As part of our data development agenda we are considering collecting data on public transport/transport infrastructure use Levels of household waste sent for reuse, dry recycling & composting Social wellbeing Levels of recorded crime Extent to which people agree or disagree that they can influence decisions affecting their local area Proportion of children having a low birth weight The level of standardised rates for: • Preventable deaths • Admission rates – alcohol1 • Admission rates – self harm1 • Admission rates – drugs1 1 These are issues that are particularly applicable to DCSDC 'deprived areas' Levels of GCSE attainment (incl. English & Maths) Population wide indicators: • % of children living in low income families • the proportion of babies born of a low birth weight Performance management - attribution or contribution? While a comprehensive set of indicators can give us useful information on progress, or otherwise, towards our outcomes, their most valuable role is

in prompting us to ask the question 'why?' The answer to why the indicator has moved then helps us to assess and prioritise future actions. In much of the work of this plan, however, the relationship between the actions we take and the changes that occur over time are extremely complex and it can be very expensive, time consuming and ultimately futile to try to prove attribution – that a particular activity or programme resulted in the movement of a particular indicator. Rather we should look at ways of inferring causality rather than trying to prove it, 'not definitive proof, but rather provides evidence and a line of reasoning from which we can draw a plausible conclusion that, within some level of confidence, the program has made an important contribution to the documented results.'

**Making it happen Communicating openly The Strategic Growth Partnership will communicate openly and regularly with residents and organisations in the City and District, building on the extensive programme of engagement that preceded the publication of this draft Plan. We intend to sustain that engagement through:**

- Regular outreach/workshop sessions • Social media • Online discussion forum • Website • Updated published versions of the Plan •

A children and young person's version of the Plan This is a time of transition to a new approach to government at all levels. We recognise that change cannot be instant but to ensure that the promise of Community Planning is achieved, we will constantly keep this plan under review, adding new collaborative actions as they emerge from our new ways of working. Our Planning & Monitoring Cycle Making it happen Feedback We have endeavoured to take into account the views of all the people we have consulted in preparing this Plan. We are now keen to hear your views on the content of this draft plan. Please respond by completing our online survey: [www.surveymonkey.co.uk/r/CP2032](http://www.surveymonkey.co.uk/r/CP2032) Alternatively, you can email your feedback to: [communityplanning@derrystrabane.com](mailto:communityplanning@derrystrabane.com) or write to: The Community Planning Team