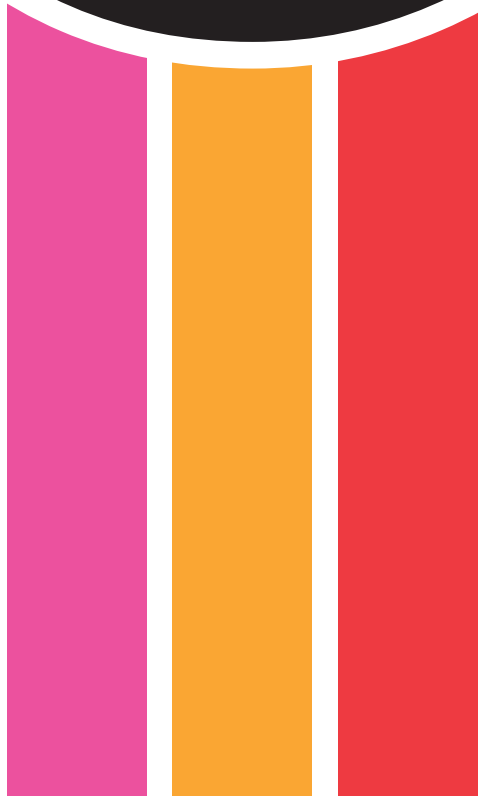


One



One City
One Plan
One Voice



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Foreword

The people of Derry~Londonderry have much to celebrate and be proud of: our extraordinary history; a vibrant youthful population; we are UK City of Culture 2013; a University City with some outstanding schools; our City Region is home to some genuinely world-class companies set in one of the world's most beautiful rural and coastal hinterlands with a community and voluntary sector that is active, innovative and engaged. Derry~Londonderry is a place of hope, optimism, determination and ambition.

However, as we enter this decade, many of us do so with a mix of excitement and trepidation as we continue to move very slowly out of a deep economic recession. Many of our economic, social and equality indicators remain towards the bottom of various city-region socio-economic league tables.

This One Plan sets out what we want to achieve and following extensive engagement and consultation, the Plan has been overwhelmingly endorsed by the City. As we move forward together, given the pressures on public sector funding, we cannot rely solely on others to support our efforts. We have to take the initiative ourselves – a strong 'guiding coalition' to develop and drive the Plan – a vibrant and diverse stakeholder group drawn from the community, voluntary, public and private sectors, all committed to a shared mission and all working together to deliver it.

The investment we have made in our Future Search process of engagement will help us to continue to work together. We know from elsewhere that a critical factor in achieving success is unity on the way forward. With the economy as a cornerstone, and mainstreaming equality and embedding sustainability as our guiding principles, we are proud to set out our Mission and Plan for Derry~Londonderry:

“To deliver Renewal – Economic, Physical and Social; building a stronger and more vibrant economy with increased prosperity for our City and Region; in ways which ensure that opportunities and benefits from regeneration are targeted towards the most deprived groups in our communities”.

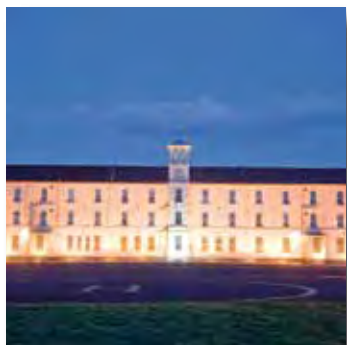
The Derry~Londonderry Strategy Board and 12 Sectoral Working Group (SWG) members and many others have worked tirelessly over the past 18 months to create this One Plan for Derry~Londonderry.

We have collectively prioritised the five Transformational Themes and eleven Catalyst Programmes that are 'game changers' for the City.

The transformation of Derry~Londonderry is in our hands, it's our responsibility to deliver the step change and realize Our Vision of a Competitive, Connected, Creative and Caring City. This is a Plan that will be place shaping and life changing and will be an exemplar of best practice through the process by which it was developed, the relationships it has created and the commitment it has inspired.

Alderman Maurice Devenney, Mayor
Co-Chair of the Derry~Londonderry
Strategy Board

Sir Roy McNulty, Chairman of Ilex
Co-Chair of the Derry~Londonderry
Strategy Board



Executive Summary

Introduction

Derry~Londonderry's key assets remain the place and its people.

The City's strategic location on a river estuary in the North West of Ireland has defined its role historically and geographically over the centuries as the principal city of the North West region. We are UK City of Culture 2013; a University City with some outstanding schools; our City Region is home to some genuinely world-class companies set in one of the world's most beautiful rural and coastal hinterlands with a community and voluntary sector that is active, innovative and engaged. Derry~Londonderry is a place of hope, optimism, determination and ambition.

A City population of 110,000, almost 40% of whom are under 25, and a market hinterland of 330,000, are evidence of the potential that the region offers to both external investors and indigenous entrepreneurs.

Our Guiding Principles are Mainstreaming Equality and Embedding Sustainability.

Equality is a cornerstone on which the regeneration process, structure and proposals have been built and will be delivered from, in order to tackle the root causes of the issues and challenges we face. Our approach stems from the Northern Ireland Executive's Programme for Government (2008 – 2011) and the Statutory Duty "to have due regard" to the need to promote equality of opportunity and "to have regard" to the desirability of promoting good relations, as laid out in Sections 75 (1) and (2) of the Northern Ireland Act (1998).

Sustainability is critical to our future. It helps generate investment and employment, creates co-operative change, ensures economic and social fairness and makes the city a more attractive place. It's about enhancing every area of our lives, taking long term measures to protect our environment like recycling and reducing carbon emissions, tackling health problems such as obesity, alcoholism and drug misuse and widening our jobs base to reduce unemployment so together we can create a vibrant, cohesive and prosperous community.

Our Vision and Pledges

Our Vision of a **Competitive, Connected, Creative** and **Caring** City aims for a strong, vibrant, forward looking City and City Region that is well connected, attractive to talent and investment and appealing to visitors – a place of diversity, equality and opportunity where all residents enjoy an outstanding quality of life and are given the opportunity to realise their full potential.

Our Mission is: To deliver Renewal – Economic, Physical and Social, building a stronger and more vibrant economy with increased prosperity for our City and Region in ways, which ensure that opportunities and benefits from regeneration are targeted¹ towards the most deprived groups in our communities.

In the development and delivery of this One Plan we pledge to:

- Mainstream equality and build good relations;
- Embed sustainability;
- Change patterns by growing the local economy;
- Build genuine partnership;
- Focus on people, particularly our children and young people;
- Tackle root causes;
- Implement targeted actions; and
- Change how we do business.

Our Economic Environment and Funding Context

The global economy is undergoing a profound process of re-balancing, which is affecting every country across the world. It has also affected Derry~Londonderry where economic conditions have undergone huge change during the development of this regeneration Plan. Many residents have lost their jobs, government spending has been/is under considerable and increasing pressures and confidence across the island of Ireland has fallen to record lows as the economies struggle out of recession more slowly than almost all other advanced economies.

This new environment raises fresh challenges for this One Plan, not least with regard to securing funding. It also increases the absolute necessity of delivering a step change. Without it, a generation of the City's people will become poorer and face bleaker social and economic prospects with the fiscal balance within the City estimated at minus £1.1bn in 2010.

A second-city requires a number of elements to provide the 'critical mass' to ensure that it achieves the foundations for a sustainable City Region. These result in population increase, improvements in the value and volume of jobs and demand for high level skills. The elements are a University of appropriate size, a regional hospital, an airport, good external and internal transport links, a well qualified

¹ In using the words "targeted/targeting" throughout this document we mean that, in developing all proposals for the Plan, the proposals must demonstrate how they will bring about measurable improvements for those groups who have been identified as experiencing inequality in, for example, housing, education, employment and health.



workforce, a vibrant arts and culture infrastructure and a good quality of life in terms of recreational and leisure provision and personal security.

At present (2011), the economic fundamentals for the city of Derry~Londonderry are weak. The city sits at, or near the bottom, of the league table of UK urban areas in a range of measures including the employment rate, rate of youth unemployment, economic inactivity rate, proportion of the working age population with no qualifications, levels of benefit dependency, resident wages levels and the concentration of professional services employment.

The development of this Regeneration Plan represents an important step in delivering change for the City. Key to delivering successfully is the attraction of sufficient funding. With investment funds at a premium, the need to articulate a clear

return is paramount in securing the scale of funding required to bring the One Plan to fruition.

Despite the changing economic environment, the principles underpinning this regeneration Plan remain sound. The issues raised in the consultations and which the 'catalyst' programmes are designed to respond to have, if anything, increased in their importance. Whether it be support for young people, expansion of the University, improvements in access or development of new methods of linking communities to economic opportunity, the need for these 'catalyst' programmes has increased.

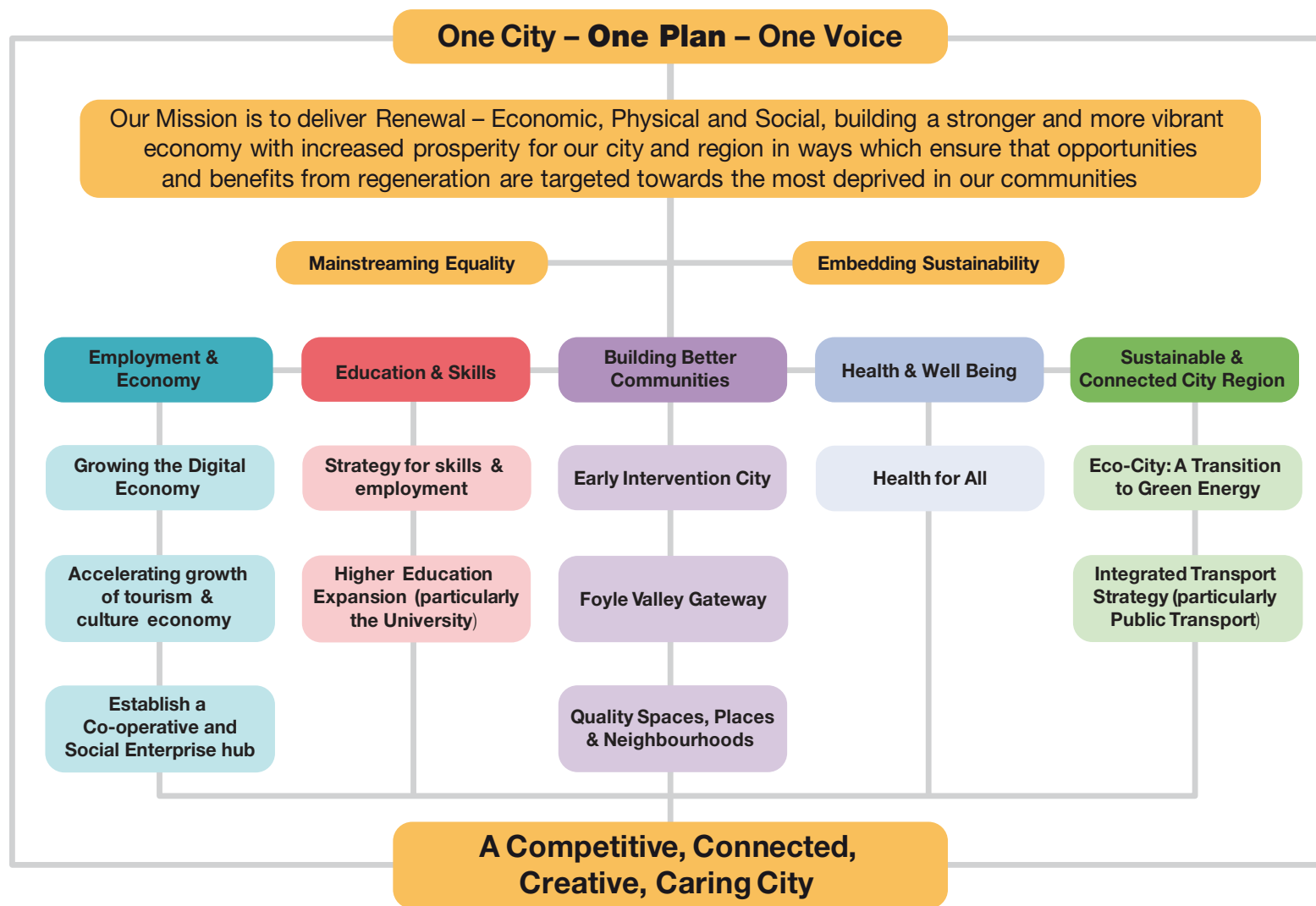
The challenge for the City is considerable and this One Plan will be transformative, but it will not solve generational problems overnight. The City would move into the mid-table of the UK urban

economies across most economic indicators, a substantive change from its current position at or near the bottom, that in itself would be a significant achievement.

Transformational Themes and Approaches

Transformation means fundamentally changing how we do business. In many cases we can undertake change ourselves, using our own resources, organizations and delivery models. The original 153 consolidated actions from which 5 Transformational Themes were distilled will be delivered directly and indirectly through 11 Catalyst Programmes and foundation actions. A summary of our Plan is represented in Fig 1. below.

Figure 1. Summary Diagram of the Regeneration Plan



These five Transformational Themes and 11 Catalyst Programmes provide the bedrock for investment to deliver the economic and social transformation of the City, fundamentally addressing entrenched challenges of deprivation by building on the unique and distinctive opportunities the city presents. In particular the pledges we have identified in terms of doing things differently and creatively, building on our principles of equality and sustainability presents government with an unprecedented opportunity to invest in the optimism, ambition and hope the City now has as it speaks of One City, One Plan with One Voice.

Step Change – Economy and Jobs

This One Plan is about identifying and delivering positive step changes that lead to transformation. What makes this unique for Derry~Londonderry is that we will seek to ensure this is both equitable and sustainable in impact by working together through our vision and mission with one voice to:

- Grow the local economy to provide more jobs;
- Ensure that everyone realises their potential and has the necessary skills and training to take up these jobs - particularly for those experiencing inequality and unemployment; and
- Promote equality and sustainability in ways that impact positively on people through improvements in their well being and daily lives

The step change is captured in the diagram (Fig 2. below right).

Delivering Success

To deliver this step change successfully the One Plan will require a multi-disciplinary approach involving many organisations and individuals with a wide range of expertise, experience and capacities. Collaboration between seemingly separate entities across a system for local development is key as is the continuing principle of interdependency and connectedness.

This regeneration structure encompasses, through a Local Development System, “the network of public business and non-government sector parties which work collaboratively to create better conditions for economic growth, social cohesion and employment generation” (OECD, 2010). As far as practicable, we will seek to ensure existing bodies and organisations are enabled to take forward the One Plan, building up their capacity to collaborate and deliver and where necessary create new or enhanced structures or bodies.

The Local Development System Model depends on the full co-operation and collaboration of multiple partners working towards the shared Mission.

This includes central and local government and the private and community sectors all playing key and vital roles in supporting and delivering success through ownership, partnership and leadership.

How we will Finance

This Plan sets out a clear framework for economic, physical and social renewal in Derry~Londonderry. The multifaceted nature of the One Plan demands an innovative framework approach to meet the finance challenges and opportunities, both capital and recurrent over short, medium and long term timeframes. Importantly the investment to support renewal of the City must be considered in two stages – initially, getting regeneration underway using the (largely public sector) funding already available to us and later widening the range of public and private sector investment as results are seen and investor confidence grows.

Furthermore, we will consider existing and new sources of funding, including EU funds and alternative vehicles for delivery including a Regeneration Delivery Fund for the City. A more detailed report on financing projects within the Plan is available at www.ilex-urc.com. The investment framework necessary to support this Plan will be refined, evolved and updated as programmes are further developed and defined over the lifetime of the Plan to 2020.

How we will Measure our Progress and Impact

Monitoring the implementation of the Plan and the extent to which activity contributes to our Mission

and Vision will be critical in measuring our progress and impact to 2020.

An effective monitoring and evaluation framework, aligned to the Catalyst Programmes is being developed to enable the Derry~Londonderry Strategy Board to undertake an ongoing review of progress of the Plan’s implementation.

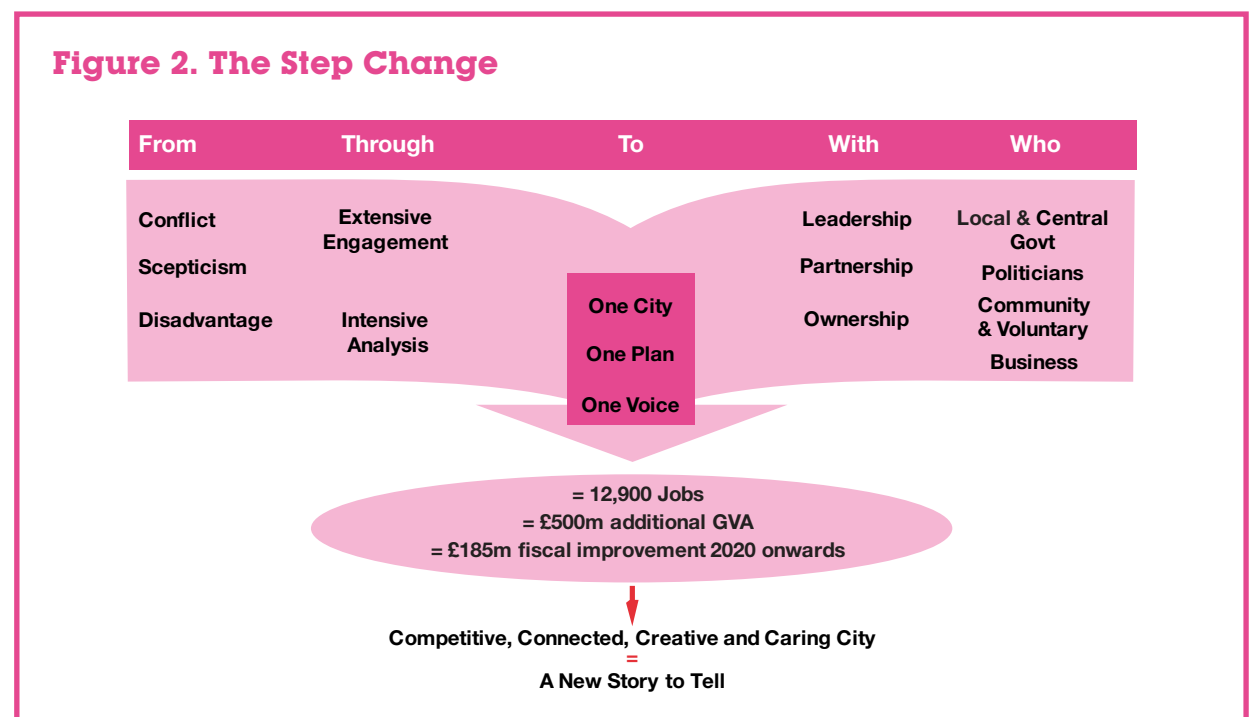
The Regeneration Programme Unit will take on the role of validating the target setting, monitoring and evaluation processes. They will be supported by a Research and Evaluation Team whose role will be to act as a research secretariat. It will be pro-active in nature seeking to set targets for each action developed by the delivery partner and report directly to this body.

We have an agreed, robust baseline of the socio-economic conditions within the Derry~Londonderry area. It is against this that the impacts of this One Plan will be measured.

Conclusion

The City stands ready as One to rise to the challenge of delivering the One Plan which was developed through a process which has been challenging, innovative and intensive.

We present this One Plan for Derry~Londonderry as a unique opportunity arising from an unprecedented process of engagement, the endorsement of all the political parties, the private sector and the community and voluntary sector who are determined to rise to the challenge of delivering One Plan with One Voice for our City.





Section 1

Building the Plan

1. Our Mission, Our Guiding Principles and Our Pledges
2. Our Economic Environment and Funding Context



Building the Plan

1. Our Mission, Our Guiding Principles and Our Pledges

Our Mission is: To deliver Renewal – Economic, Physical and Social, building a stronger and more vibrant economy with increased prosperity for our City and region in ways, which ensure that opportunities and benefits from regeneration are targeted¹ towards the most deprived groups in our communities.

Our Guiding Principles

Mainstreaming Equality

Equality is a cornerstone on which the regeneration process, structures and proposals have been built, and will be delivered from, in order to tackle the root causes of the issues and challenges we face.

This regeneration process is unique and ground breaking in its approach and was shaped by our 2008 equality conference ‘Changing Patterns, Changing Outcomes’.

Our work was carried out in the context of the Strategic Priorities of the Northern Ireland Executive as set out in the Programme for Government (2008-2011) and the key underlying priorities of EU 2020, “inclusive growth: fostering a high employment economy delivering social and territorial cohesion”.

We are committed to building a future which delivers a better - more prosperous, more equal, more inter-dependent and more stable - community. A more prosperous, more equal but still divided community will not deliver the transformation envisaged in this Plan. Economic growth, sustainability and equality are explicitly recognised as interlinked and interdependent in EU 2020.

Good Relations has important influences on many aspects of regeneration. 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 things, on having a stable and settled community. It is also important that we develop our City Regional Assets, such as the former military sites of Ebrington and Fort George, in ways that provide public spaces which are accessible and welcoming to the whole community. The future development of Tourism for example, a key driver of our local economy, will be constrained unless we can show potential visitors that we have a stable, attractive place that is safe to visit.

Embedding Sustainability

Derry~Londonderry offers a compelling and exciting opportunity for delivering transformation for regeneration through sustainability. Sustainability drives prosperous and co-operative change. It provides the advantages of transformation, the justification for economic and social fairness, the drive for community cohesion, and the propulsion for local solutions and their associated accountabilities. At its heart sustainability depends on collective self reliance and it creates hope for the future. It galvanises the young, and it offers a fresh way of sharing responsibility between citizens and their elected representatives beyond the City to its wider surroundings.

In short, sustainability is about investing in ourselves and our future; creating a reliable sense of self worth and pride in all young people; living within nature’s life preserving boundaries; using resources effectively and wisely; applying social justice; living and thinking locally; paying the appropriate price for the way we want to live.

Our Vision is:

A **Competitive, Connected, Creative** and **Caring** City aims for a strong, vibrant, forward looking City and City Region that is well connected, attractive to talent and investment and appealing to visitors – a place of diversity, equality and opportunity where all residents enjoy an outstanding quality of life and are given the opportunity to realise their full potential.

Over the past 18 months our City has been determining its priorities for its future in an unprecedented process of engagement and analysis (Annex 1).

¹ In using the words “targeted/targeting” throughout this document we mean that, in developing all proposals for the Plan, the proposals must demonstrate how they will bring about measurable improvements for those groups who have been identified as experiencing inequality in, for example, housing, education, employment and health.



In the development and delivery of this One Plan we pledge:

- To recognise that each of the elements set out in the regeneration Plan is an important part of the jigsaw which we must complete if we are to deliver sustainable economic and social development and be able to contribute to, and benefit from, a shared and better future based on equality – in which equality (as defined by Section 75(1)) and good relations (as defined by Section 75 (2)) will be watchwords for action;
- To embed sustainability in ways which impact positively on peoples lives through improved health, education, housing and employment;
- To change patterns by growing the local economy so that it can provide more jobs particularly targeted at groups identified as experiencing employment deprivation and inequality;
- To build genuine partnership – based on stronger working relationships, trust and mutual respect to deliver our planned transformation and legacy;
- To focus on people and improving the lives of individuals and communities and in particular our children and young people;
- To tackle root causes, not just symptoms through early intervention and thereby closing identified inequalities;
- To implement targeted actions with a scale and intensity that is proportionate to the level of disadvantage; and
- To change how we do business by thinking and acting creatively beyond the bounds of comforting familiarity.



Building the Plan

2. Our Economic Environment and Funding Context

A changing landscape

The global economy is undergoing a profound process of re-balancing, which is affecting every country across the world. It has also affected Derry~Londonderry where economic conditions have undergone huge change during the development of this Plan.

Many residents have lost their jobs, government spending has been/is under considerable and increasing pressures and confidence across the island of Ireland has fallen to record lows as the economies struggle out of recession more slowly than almost all other advanced economies.

This new environment raises fresh challenges for this One Plan, not least with regard to securing funding. It also increases the absolute necessity of delivering a step change. Without it, a generation of the City's people will become poorer and face bleaker social and economic prospects.

Derry~Londonderry's key assets are its history, the resilience of the people and vibrancy of the place.

The City's strategic location on a river estuary in the North West of Ireland has defined its role historically and geographically over the centuries as the capital of the North West region. Derry~Londonderry's sphere of influence for labour, consumers and supply chains covers Limavady, Strabane and Donegal, particularly Letterkenny and Inishowen. We recognise that it is essential to adopt a North West region approach in so far as possible to development planning and service delivery to address disadvantage and attracting investment. This process is underway through the North West Partnership Board (Annex 1).

We are UK City of Culture 2013, a University City and home to some genuinely world class companies. Our port is a vibrant export – import hub and our airport welcomes visitors and investors. Our City walls attract thousands of visitors and the re-development of the former military sites at Fort George and Ebrington will significantly advance the transformation of the City and Region.

A City population of 110,000, almost 40% of whom are under 25, and a market hinterland of 330,000 are evidence of the potential that the region offers to both external investors and indigenous entrepreneurs, with a strong sense of place and community spirit inherent in the City, and increasing confidence and ambition for the future.

A second-city requires a number of elements to provide the 'critical mass' to ensure that it achieves the foundations for a sustainable City Region. These result in population increase, improvements in the value and volume of jobs and demand for high level skills. The elements are a University of appropriate size, a regional hospital, an airport, good external and internal transport links, a well qualified workforce, a vibrant arts and culture infrastructure and a good quality of life in terms of recreational and leisure provision and personal security.

Derry~Londonderry must strive for change

At present, the economic fundamentals for the City of Derry~Londonderry are weak. The City sits at, or near the bottom, of the league table of UK urban areas in a range of measures including the employment rate, rate of youth unemployment, economic inactivity rate, proportion of the working age population with no qualifications, levels of benefit dependency, resident wages levels and the concentration of professional services employment.

The Review of the data sources³ indicates that there are a number of key areas where intervention is essential to ensure the overall aims of the Plan of reducing inequality and promoting economic growth are achieved:

- Skills deficiency
- Unemployment
- Economic inactivity rates

- The low value-added nature of tourism
- Meeting the needs of children and young people
- Public sector dependency
- Key constraints to FDI
- Under developed physical assets
- Strengthened NW Region linkages

Furthermore, considerable variations in levels and extent of inequality exist across the City, as evidenced in Table 1, (*opposite*) which enables us to target the opportunities and benefits from regeneration towards these neighbourhoods.

This position has been persistent and is even more pronounced in a number of neighbourhoods within the city. 8 wards are currently estimated to have less than 50% of their working age population in employment and 2 have less than 40% in employment.

The 'fiscal balance' within the City is estimated at minus £1.1bn in 2010, meaning the City costs this amount more to 'run' than it brings in through tax receipts. As public finances come under sustained pressure and greater scrutiny, this deficit will need to be addressed and will begin to act as a drag on growth as public funds are slowly withdrawn. These realities highlight the necessity for a step change for the people, for the City and for the wider North West region of the island.

Derry~Londonderry must 'create' growth

The difficult economic conditions are likely to prevail for at least the length of the new NI Executive (2011-2015).


In reality for much of the 'boom decade', jobs were effectively being 'purchased' by consumers and the public sector through increased levels of debt. This era has passed and jobs and economic growth must now be created, not bought. The need to be creative and innovative in driving growth is not a new phenomenon and one that is familiar in a city which is now designated the UK City of Culture for 2013.


³ "Context and Baseline Report: Derry~Londonderry – today and tomorrow", Oxford Economics, Autumn 2010.



Table 1: Summary of Key Inequalities

Year	Indices		(Un)Employment		Education			Poverty Indices			Health	
	Multiple-Deprivation Measure Rank Order 1-most deprived	Standardised Mortality Ratio <75 - Base 100	Economic Activity %	Claimant Count %	No Qualifications % 16-74	School Leavers Survey - achieving 5 GCSEs including English & Maths %	Degree %	Free School Meals Post Primary %	Lone Parents Dependent Children %	Relative Equivalised Poverty %	% Dental Registrations for children aged 3-5	Car Reg Disabled/Transport Disabled %
	2010	2001-2005	2001	(April) 2011	2001	2009-10	2001	2009-10	2001	2003-05	2010	2009
Altnagelvin	180	141	63	6.4	59	62.5	16	23.4	11	17	52.8	10.1
Ballynashallog	457	121	64	3.4	39	77.3	32	7.5	5	13	57.1	7.7
Banagher	246	94	63	4.9	67	73.8	11	15.3	4	16	65.3	5.6
Beechwood	62	107	51	7.3	65	66.7	12	29.7	10	19	41.7	23.7
Brandywell	20	189	42	10	77	37.8	7	54.4	16	24	43.3	26.5
Carnhill	48	128	52	7.9	68	43.6	9	40.7	18	22	55.0	18.1
Caw	102	97	57	6.7	67	40.9	14	29.7	14	20	45.8	14.2
Clondermot	114	128	57	7.1	59	55.8	16	19.0	9	18	55.4	12.0
Claudy	276	81	62	4.6	64	68.4	14	18.6	7	16	62.6	7.7
Creggan Central	8	197	45	12.1	76	40.9	5	59.4	28	28	40.9	22.1
Creggan South	17	139	42	12.5	78	37.2	5	58.4	21	24	43.6	27.0
Crevagh	67	115	55	8.7	65	49.5	13	33.2	22	23	46.3	15.0
Culmore	167	93	59	5.5	55	58.5	19	26.8	16	20	55.2	13.2
Ebrington	97	129	64	7	61	56.3	12	32.7	10	20	44.8	10.7
Eglinton	454	132	67	3.3	54	75.7	20	11.4	6	15	63.7	4.9
Enagh	185	128	56	6.1	63	56.3	15	18.7	14	20	57.4	7.1
Foyle Springs	235	100	63	6.6	54	75.4	19	17.6	13	17	68.9	12.1
Hollymount	264	91	61	4.6	54	76.3	14	18.2	10	17	63.3	8.0
Kilfennan	342	86	71	4.3	63	44.8	18	23.3	7	15	61.4	8.7
Lisnagelvin	174	100	58	6	65	62.5	13	23.8	8	18	48.9	13.4
Newbuildings	298	95	63	4.3	57	64.5	17	10.0	8	15	57.6	10.3
Pennyburn	382	77	57	5	49	75.7	23	17.6	5	16	50.0	6.2
Rosemount	44	115	54	14.8	57	62.5	19	39.6	10	20	46.9	15.0
Shantallow East	21	119	47	11.2	72	36.4	8	54.1	17	22	47.7	20.9
Shantallow West	57	141	54	8	65	47.8	13	47.9	26	26	50.8	16.6
Springtown	136	87	60	6.6	55	71.4	16	29.0	16	18	49.2	14.0
Strand (Derry)	47	100	52	14.9	47	42.9	22	36.3	8	23	46.7	12.0
The Diamond	12	154	50	16	68	58.1	11	41.7	13	23	53.6	17.0
Victoria	41	143	55	13	67	29.4	12	31.6	13	22	49.2	11.2
Westland	23	136	48	14	68	40.0	11	52.0	13	21	48.3	21.1
NI		100	62	5.1	59	59.0	16	17.4	8	17	63.6	8.2

 Highest 5 (more if equal ranked)

 Lowest 5 (more if ranked equal)



As an era of job growth ends. . .

The fall in employment levels in Derry~Londonderry in 2009 mirrors a similar pattern across the region and marked the end of two decades of steady job growth. Claimant unemployment has now risen to 7.6%, (April 2011) a level last experienced in August 1999 within the city.

Inactivity levels are estimated at around 36% of the working age population in 2010, well above the NI and UK averages. This means that within the city there are 30,500 people without a job of working age. Within the surrounding North West economy the additional figure on top of this is approximately 69,000, (including Donegal).

. . . and competition increases

Unemployment rose during the recession in every one of the 434 UK local authorities. In the US and UK alone, almost 9 million people have lost their jobs. All of these locations are striving to recover and many of them will be competitors for the jobs that Derry~Londonderry would like to attract or create.

Add to this the growing competition from the rapidly expanding emerging markets and it is clear that the challenge facing the city is significant. The problems faced in the Irish economy and adverse movements in the exchange rate have cooled the demand from this key market. This both adds to the pressure within the city and also the competition faced for investment.

A place to invest and build a better future in

The development of this One Plan represents an important step in delivering change for the City. Key to delivering successfully is the attraction of sufficient funding. With investment funds at a premium, the need to articulate a clear return is paramount in securing the scale of funding required to bring this One Plan to fruition.

The evidence within the Plan suggests an economic and fiscal return from the investment over the longer-term. Despite the extremely challenging funding environment, with banks and governments facing particular squeezes on their ability to lend,

it would be wrong to surmise there is no money available for investment. It may require more creative framing of funding packages (and new revenue sources) but there are significant amounts of global money looking for sound investments yielding long-term returns.

The landscape for funding is changing as government explores increased powers at local level, and possibly even reduced corporation

The economic impact results from the Citi-Scope model suggest the potential for 12,900 net new jobs over a decade in the City above the baseline. Set this against the prospect of just 3,000 extra jobs without the Plan being executed successfully, its importance becomes clear.

tax for Northern Ireland. Changes in legislation during the lifecycle of the Plan may well reveal new opportunities to raise revenues and fund the Plan.

The Principles of the Plan are sound

Despite the changing economic environment, the principles underpinning this regeneration Plan remain sound. The issues raised in the consultations and which the 'Catalyst' Programmes are designed to respond to have, if anything, increased in their importance. Whether it be support for young people, expansion of the University, improvements in access or development of new methods of linking communities to economic opportunity, the need for these 'Catalyst' Programmes has increased.

This One Plan for Derry~Londonderry embodies interventions to create, target and 'lock-in' economic success. Despite the changing environment, this Mission Statement remains valid. The increased challenge in raising funds, the low level of confidence amongst businesses and people highlight the need for strong leadership and creativity in the approach to generating funds and delivering projects on the ground.

A credible plan must be realistic to be effective. The modelling of this One Plan suggests it would put the City on a new faster growing trajectory, while many of the Plan's real benefits would only truly be felt beyond the 10-year modelling horizon (particularly early year and physical space interventions).

The challenge for the City is considerable and this Plan will be transformative. But it will not solve generational problems overnight. The City would move into the mid-table of the UK urban economies across most economic indicators, a substantive change from its current position at or near the bottom, that in itself would be a significant achievement.





Section 2

The Plan

3. Transformational Themes and Approaches
4. Catalyst Programmes and Actions for Delivery
5. Step Change – Economy and Jobs

The Plan

3. Transformational Themes and Approaches

During the process of developing this One Plan for Derry~Londonderry we have created a unity of purpose, strength of leadership and a clear sense of direction.

We recognized that we can't do everything so therefore posed the question as to what will really deliver the step change and transformation we require.

Transformation means fundamentally changing how we do business. In many cases we can undertake change ourselves, using our own resources, organizations and delivery models. The original 153 consolidated actions from which 5 Transformational Themes were distilled will be delivered directly and indirectly through

11 Catalyst Programmes and foundation actions. These foundation actions are those we can largely do ourselves to take forward the regeneration process and underpin the Catalyst Programmes. These foundation actions are set out in Annex 2.

We have integrated this work into our overall mission by:

- Ensuring that the guiding principles of mainstreaming equality and sustainability are embedded in all that we will do;

- Identifying five Transformational Themes which will have the greatest future impact on our City Region;
- Adopting a range of delivery approaches for each theme to address how we will work differently or better to deliver change; and
- Implementing 11 Catalyst Programmes and actions that will support these approaches now and in the future.

Transformational Approaches

We will make a particular effort in delivering the unique feature of our Mission "in ways which ensure that opportunities and benefits from regeneration are targeted towards the most deprived groups in our communities". We intend to do this using the mix of interrelated transformational approaches (outlined below) to tackle the needs, inequalities and challenges we face:

- **Foreign Direct Investment, Private Business, Self Employment and Enterprise** – the development of a balanced approach to economic growth that encourages all forms of business development.
- **Social Enterprise** – the application of social economy, including co-operative principles to the development of businesses, enterprise and employment across all sectors of the economy.
- **Social Benefit Clauses in all Public Procurement Tendering (construction and supplies and services)** – the use of social clauses as a means of providing employment and/or training for those furthest removed from the labour market by those companies tendering for public sector contracts in construction and in supplies and services.
- **Community-focused Tourism, Culture, Arts and Leisure** – the embedding of tourism, culture and arts in communities so that they are more accessible and relevant, and offer opportunities for self employment and enterprise, in particular the most disadvantaged.
- **Green New Deal** – a joined up approach to recession, rising energy prices and climate change that creates employment through the development of a resilient low carbon local economy.

Our five Transformational Themes are:

Transformational Theme 1:

Employment and Economy – Stimulating the demand for employment through attracting investment in new business both from outside through inward investment and from inside through promotion of entrepreneurialism and the growth of indigenous business. This will be supported by supply side policies to improve the skills and qualifications of our children and young people and of all those currently living in disadvantaged households and to improve the attractiveness of the City as a place in which to invest and work.

Transformational Theme 2:

Education and Skills – Focusing on the individual by creating an escalator of skills so that no matter what the current level of qualifications, skills or age, people will have the opportunity to make the most of their talents and skills. It must not only unlock our individual potential but also strengthen our civic confidence, ambition and capacity to deliver.

Transformational Theme 3:

Building Better Communities – A place where people have rights, act responsibly and have the opportunity to participate. A place where people are proud to belong and feel safe. Key to success is building strong community spirit, a sense of citizenship and civic pride and confidence

to address inequalities. This will be achieved by improved access to services, beginning to raise aspirations, starting to address social and educational barriers to employment and more inclusive, diverse, peaceful and successful neighbourhoods.

Transformational Theme 4:

Health and Well Being – The health and well-being of any population is inextricably linked with levels of poverty and disadvantage experienced by its residents. Building on Derry~Londonderry's Healthy City designation, a City that is: 'happy, healthy, beautiful, safe and nurturing' means adopting a 'proactive' approach to our health and well-being across all ages through raised awareness and targeted preventative measures.

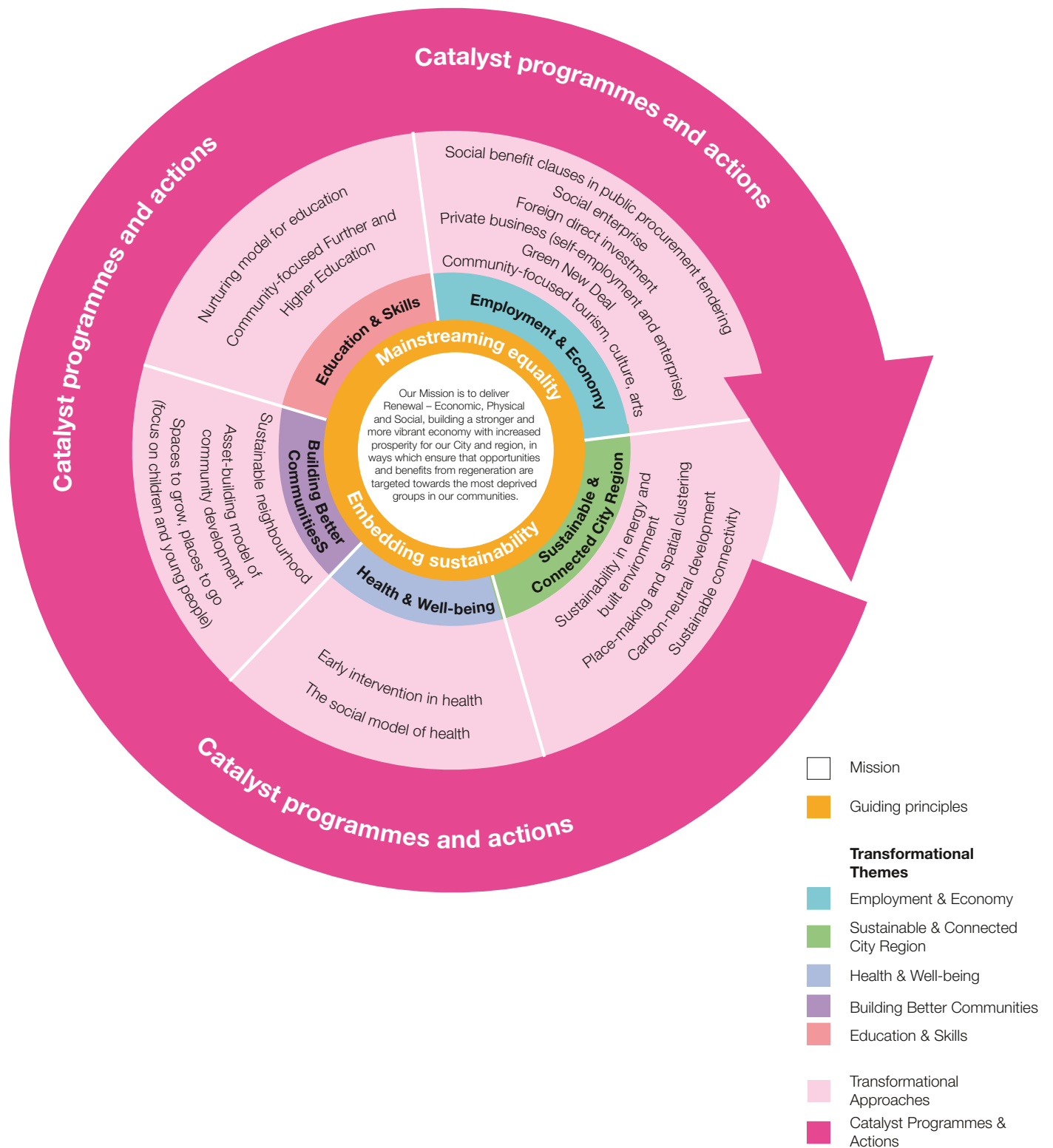
Transformational Theme 5:

Sustainable and Connected City Region – Investing in ourselves and our future; creating a reliable sense of self worth and pride in all our young people, using resources effectively and wisely, applying social justice, living and thinking locally, paying the appropriate price for the way we want to live, and being better connected not just with the rest of the world but also internally within the City and Region.



- **Nurturing Model for Education** - the integrated provision of support for young children and their families both inside and outside school based on early intervention and multi-agency partnership working.
- **Community-focused Further & Higher Education** – the design and delivery of Further and Higher Education provision that is responsive to the demands of the local economy and the needs of residents with low or no skills or education through greater engagement with local communities.
- **Sustainable Neighbourhoods** – a city that embraces all its residents while targeting disadvantage and poverty that creates neighbourhoods that have a sense of place and community.
- **Assets building Model of Community Development** – an approach that builds on the physical and social capital of the area in terms of the skills, knowledge, connections and potential in a community.
- **Spaces and Places to Go, Live, Learn & Grow** – a framework for the rights of children and young people, especially the most disadvantaged, based on the UNICEF Child Friendly Community Initiative.
- **Early Intervention Model for Health** – the ‘WAVE’ approach where all stages of life benefit from early intervention to promote better health and wellbeing.
- **Social Model of Health** – an approach to health improvement that recognises the correlation between poverty and poor physical and mental health and emphasises changes in society and individual lifestyles to make the population healthier.
- **Sustainable Connectivity** – the development of multi modal forms of transport, especially affordable and flexible public transport that promotes alternatives to use of the private car in the city.
- **Sustainability in Energy and Built Environment and Carbon Neutral Development** – an approach to regeneration that ensures that all new builds make use of sustainable materials, are energy efficient and use renewable sources of energy.
- **Place-making and Spatial Clustering** – the design of places that are sustainable both physically and socially and the application of techniques of spatial clustering to improve accessibility and connectivity.

Figure 3: Regeneration Plan Integration Wheel



The Plan

4. Catalyst Programmes and Actions for Delivery

We recognise the need to be strategic in terms of what steps we take to address the inequalities we face and seize the opportunities to transform Derry~Londonderry.

We identified our programmes for action by applying a series of criteria to the 153 proposed SWG actions to determine our 11 Catalyst Programmes. The criteria are:

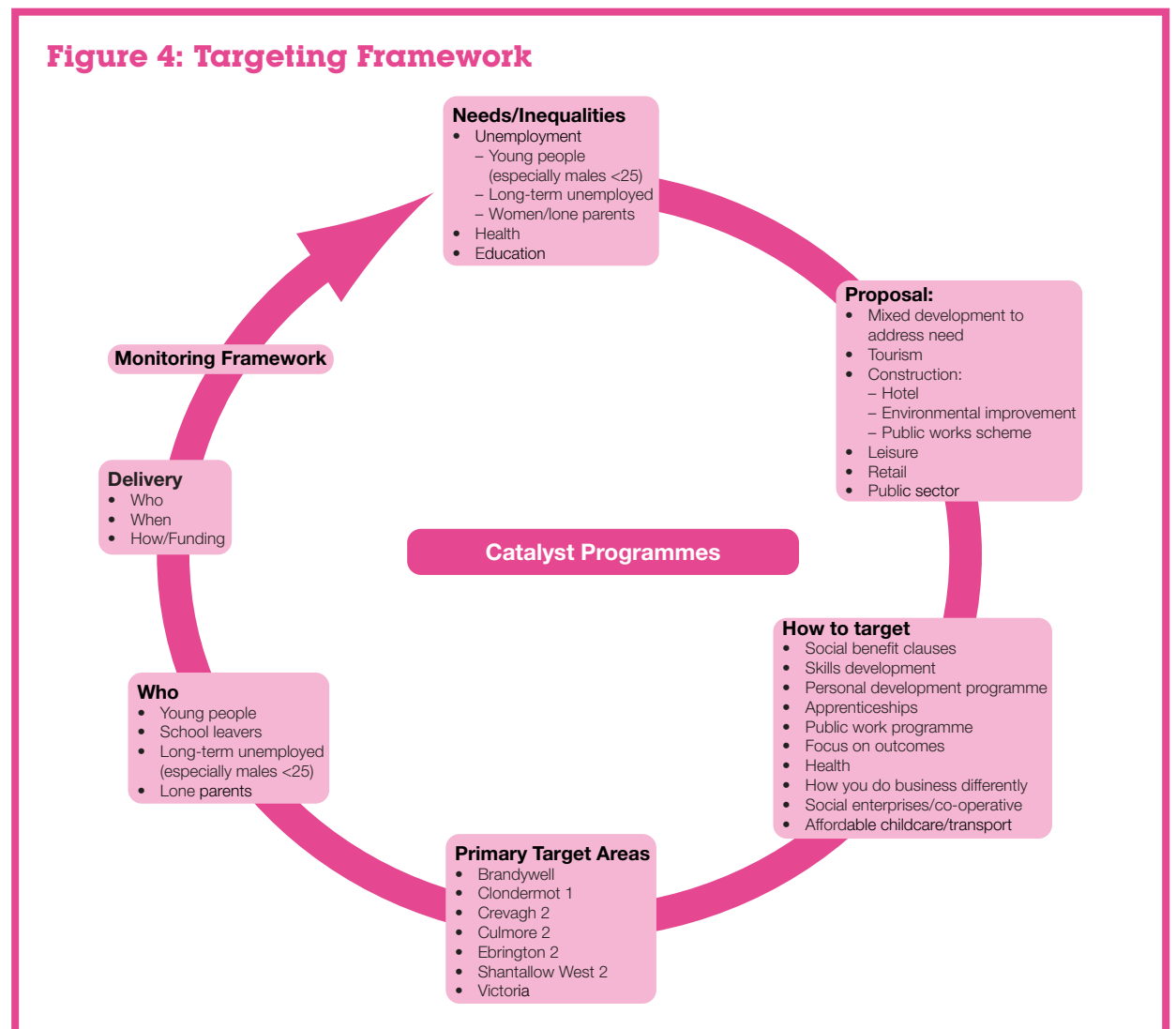
- Equality of Opportunity**
 Consideration of the overall impact of the actions across the Derry~Londonderry economy is crucial to ensure the impacts reach the disadvantaged communities which are not presently achieving their full potential.
- Sustainability**
 To what extent is the development of proposals being guided by our sustainability principles towards enhancing well being and betterment for all.
- Scale**
 Are the actions of a sufficient scale to make a lasting and sustained difference? There are many laudable actions, most of which are within the long list of actions proposed, which could make a significant impact on specific groups within the City but would be insufficient individually in scope and scale to fundamentally change the fortunes of the City.
- Ambitious but realistic**
 It is important to ensure that actions (and any measurable objectives) are set to be challenging but that they are realistic and have a genuine possibility of being achieved with the correct support and intervention.
- Integration and whole-system approach**
 Integration of the projects and actions is fundamental to the delivery of this Plan, that they are supportive of one another and create a whole-system approach to regeneration and change how we do business.
- Coherence across ideas**
 It is crucial to consider the actions collectively in order to avoid any repetition of tasks and to amalgamate actions where possible to generate efficiencies and eliminate waste. This is also important to avoid any conflicting actions.

- Long-term perspective**
 It is important to recognise that many actions may transform the City in the long run yet will not have immediate impacts. This is particularly important to bear in mind when considering early intervention actions.
- Responding to the market**
 It is important to view actions within the current market climate. It can be difficult to directly influence the location of business and it is therefore vital that actions empower people with

the skills, mobility and access to employment opportunities wherever they may be in the City.

- Building on strengths**
 It is important to recognise that there is significant competition for jobs globally. In that sense it is important that actions build upon the assets Derry~Londonderry has and that they help support a unique offering that can attract jobs and people that are perhaps not the focus of strategies elsewhere.

Figure 4: Targeting Framework



- **Deliverable and fundable**

Whilst it is important to ensure that actions are suitably ambitious and not constrained by short term funding constraints, it is important that funding requirements are to the fore.

This section summarises each of the Catalyst Programmes, which are defined by more detailed proposal documents and an intensive analysis of the challenges and opportunities for the City and Region.

- **Targeting Framework**

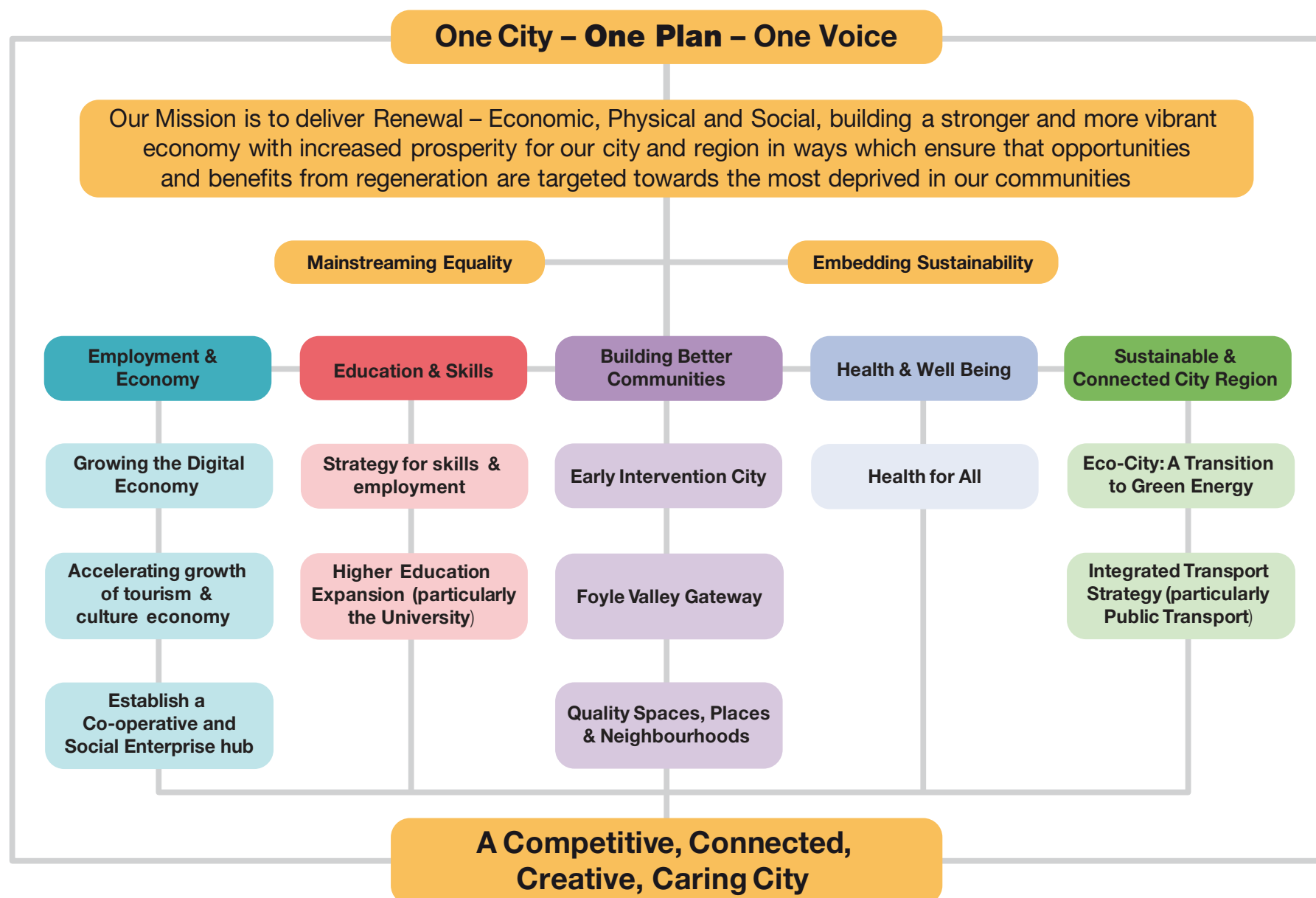
Our Mission is clear – Building a stronger and more vibrant economy with increased

prosperity for our City and Region in ways which ensure that opportunities and benefits from regeneration are targeted towards the most deprived groups in our community. Annex 3 contains the primary target geographic areas based on Northern Ireland Statistics and Research Agency (NISRA) 2010 Super Output Area geography with the 10% worst areas selected for inclusion. Figure 4, (opposite) is an example of our targeting framework approach, furthermore we recognize that a critical element will be the ongoing monitoring of outcomes over the life of the Plan.

This approach will be applied to all 11 Catalyst Programmes over the period of the Plan. This has the potential to deliver significant change over the short, medium and long term and is interdependent and integral in terms of delivering the Plan (Figure 4) and achieving our Mission.

A summary of our Plan is represented in Figure 5 (below).

Figure 5: Summary Diagram of Regeneration Plan



Employment & Economy

1. Growing the Digital Economy
2. Accelerating the Growth of the Tourism and Cultural Economy
3. Establish a Co-operative and Social Enterprise Hub

Transformational Theme 1

1. Growing the Digital Economy

As the first Digital City on the island of Ireland and one of the first in the UK, the digital sector provides a vital opportunity to attract/develop the economy locally.

This programme will stimulate and grow the City Region's digital economy to a scale that will have a positive and lasting impact on the employment prospects and quality of life of all the people that live and work in the City Region, particularly those identified as most in need. This area of economic growth can drive social benefit providing equality of opportunity in employment. The programme emphasises the exploitation of Project Kelvin, the need to focus on promoting self-employment and supporting start-ups in the digital media sector. It recognizes the strategic growth sector opportunities as identified in the Matrix Telecom Report produced by the Northern Ireland Telecom Horizon Panel.

We will:

- **Exploit Broadband Infrastructure:**

Derry~Londonderry is at the forefront of 21st Century Digital development. We will work to

ensure that Derry~Londonderry can avail of state of the art, affordable broadband technology that provides the maximum bandwidth possible to our businesses and homes. We will build upon the unique position of Derry~Londonderry with respect to its physical and human resources. We fully recognize that knowledge economy jobs will not materialize simply because the technology exists, but that key stakeholders within the region will have to collaborate proactively and invest time, human and financial resources if the transformational potential of the Digital Economy is to be fully realized. We need to make the latest superfast broadband infrastructure available to all. We need to actively support the exploitation of this technology to realize:- the benefits to existing indigenous businesses; the potential to open up new markets and trade opportunities; to attract new business and new sectors of the digital economy including data centres; the benefits to our schools, the collaboration potential between

academia and business, and the creation of cross border information hubs servicing and supporting the development of integrated public service delivery in the North West region (Derry~Londonderry/Donegal/Strabane). We will raise and support the aspirations of local people, encouraging the take-up of STEM subjects at all levels of education and promoting Derry~Londonderry as a Centre of Excellence for digital technologies across the UK and onto the world stage, creating the environment where we can fully capitalise on the unique digital position of the City.

By providing:

- **A mix of physical facilities** – North West Regional Science Park (50,000 sq.ft.) providing workspace at Fort George and 20,000 sq. ft at Letterkenny Institute of Technology (LYIT) including hot desks, incubation space, move-on space and facilities for more established indigenous businesses or inward investment; and service-rich provision, capitalising on the development opportunity at Fort George for high-tech industries and drawing on best practice from around Europe such as the Basque network of Science and Technology Parks and creative industry units at Ebrington with a creative industry's support programme for digital content, e-learning and computer gaming. A partnership with Northern Ireland Science Park (NISIP) and LYIT has submitted a €14m INTERREG project building on the successful track record of NISIP as a first phase in Fort George.
- **Software and Hardware** – Within the context of the Digital Derry Strategy and UK City of Culture 2013 the focus is on empowering young learners with digital skills and creative techniques; working with our schools and young entrepreneurs; supporting and nurturing individuals and business to prosper and grow to their full potential. To raise awareness and visibility of the digital sector in the City; developing networks and linkages e.g. with the University of Ulster, building on the Centres of Excellence such as the Intelligent Systems and virtual worlds research centres, North West Regional College expertise in gaming and working with schools, communities and businesses; taking Derry~Londonderry's offering to the market place, working to develop the digital economy. Maximising the BT investment of £3.75m which will lead to the City being the first Digital City on the island of Ireland and one of the first in the UK to be 100% super fast broadband.



- **Utilising the world class telecommunications connectivity available to the North West region** to significantly enhance the regions' capacity to create and grow high value "Smart Economy" enterprises in defined growth sectors. This will be achieved by delivering a fully integrated programme of bespoke, internationally focused, cross border enterprise activities to target beneficiaries including: entrepreneurs, graduate entrepreneurs, researchers and existing SMEs. The North West Smart Economy project is a collaboration between Derry City Council acting as the Lead Implementing Council in partnership with Donegal County Council, Limavady Borough Council, Magherafelt District Council, Strabane District Council, ERNACT, NWRC, LYIT, University of Ulster (EPICENTRE) and the Clinical Translational Research and Innovation Centre (C-TRIC). In line with recommendations of the Matrix Telecoms Panel it is designed to significantly enhance the region's capacity to create Smart Economy enterprises in predefined growth sectors by exploiting our telecoms infrastructure, emerging sector and research capabilities and global market opportunities more fully.

- **Seeking to capitalise on European opportunities arising from Europe 2020** "A Digital Agenda for Europe" to speed up the roll out of high speed internet and reap the benefits of a digital single market for households and businesses.

Outcomes

- UK Digital Cultural Champion 2013;
- 100% super-fast broadband across the City by October 2011;
- Delivery of the Digital Derry Strategy including developing digital business networks in the City Region and raising the profile of Derry~Londonderry's digital sector;
- Support growth of local digital businesses, including self-employment and enterprise;
- North West Regional Science Park on the Fort George gateway site;
- Creation of additional infrastructure with Data Centre development and associated cross border power supply led by the private sector;
- Development of Centres of Excellence e.g. Connected Health projects in partnership with

C-TRIC and University of Ulster's Intelligent Systems Research Centre and potentially private sector;

- Development of new business opportunities in Financial Systems Software and Creative Digital Media;
- Expansion of the University of Ulster's Step-up Model targeting young people at secondary level to gain STEM skills;
- Ebrington Creative Hub to stimulate start-up businesses;
- Increased take-up of STEM subjects in local schools;
- Improved levels of ICT skills;
- 4,000 jobs in digital and knowledge services by 2020;
- Foyle Cloud-Virtual Learning Environment Pilot
- City as a Creative Classroom/Campus; and
- Greater participation in EU networks and programmes.

Growing the Digital Economy

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Investment in Broadband Infrastructure	BT	Derry City Council, Ilex, Culture Company	3,000	750	1-2			√√√
Development and Implementation of programmes to encourage greater access to broadband in the home, schools and businesses	Digital Derry	Derry City Council, Ilex, Chamber of Commerce, DETI	1,000		2-4			√
Ireland North West Smart Economy	Derry City Council	Derry City Council, Donegal County Council, Limavady Borough Council, Strabane District Council, Magherafelt District Council, ERNACT, NWRC, LYIT, UU (EPICENTRE) and C-TRIC	2,600		1-3			√√
Co-Working Space	Derry City Council	Derry City Council, Nerve Centre		20	1			√√√
Ebrington Creative Hub	Ilex	Derry City Council, Digital Derry	1,400		1-2			√√
Fort George Decontamination Works	Ilex	Ilex, DSD	3,600		1-2			√√√
Fort George Access Works	Ilex	Ilex, DSD	2,580		2-3			√
North West Regional Science Park (NWRSP)	NISP	Ilex, LYIT	12,700	2,100	2-5			√√
NWRSP Educational and Research	NISP	NISP, UU, LYIT, NWRC		2,000	3-5			√
International Data Centre	Private Sector	Private Sector	50,000		2-3			√√
Foyle Cloud-Virtual Learning Environment Pilot	Foyle Learning Community	FLC, WELB, Schools, Ilex		125	3			√√√
Totals			76,880	4,995				

Lead Body - Responsible for leading delivery of activity & accountability for performance

Lead Partners - Responsible for delivery of specific actions/projects

State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



2. Accelerating the Growth of the Tourism and Cultural Economy

Levels of tourism within the North West region have been consistently lower than other parts of Northern Ireland in recent years with just over 165,700 trips to Derry~Londonderry in 2009.

Northern Ireland has generated £507m in tourist spending in 2009, representing 10% of all overseas tourism revenues generated on the island of Ireland. Of this spend, only £29m or 6% was spent in the Derry City Council area.

Tourism is a primer growth sector for Derry~Londonderry, however, much more needs to be done to address underperformance and to fully maximize the tourism potential in terms of visitor spend, new product development opportunities, local employment and new investment.

Culture has emerged as a transformative engine that can deliver jobs, improve life chances, build new audiences, unleash talent, instill confidence and address issues of identity and equality. **Derry~Londonderry is the first ever UK City of Culture in 2013.** The vision of City of Culture is to promote access for all and confidently and creatively

connect with the wider world. The City and wider NI region has a rich and diverse enriched mass of culture, arts and heritage assets to support and sustain a cultural programme leading up to and beyond 2013.

We will:

- **Recognise tourism and culture as key drivers for the City and Region economy** with significant potential for development. The rich history and heritage, superb location of coast and rural hinterlands, from the wonder of nature to the Walled City are just some of the winning components.

By placing:

- **An Arts and Culture Cluster at Ebrington as a focal point and a beacon of regional, national and international cultural excellence** with £23million of capital funding available in 2011-2015. A special City of Culture capital fund

of £10million has also been secured for 2011/2012. The development of an annual calendar of events including the Turner Prize 2013 and the opening Peace Concert of the 2012 Cultural Olympiad in the former Parade Ground at Ebrington are early examples of the impact of designation. Opportunities including the Clipper Round the World Yacht Race 2012 which will create sustainable tourism products that will engage local people, attract visitors and new audiences to the City.

- **The historic Walled City, the Guildhall and its environs including the riverside at the centre** of a rich and varied collection and range of attractions that create a truly international visitor experience. As shown in many cities, culture is at the heart of city agendas, policies and planning and is a catalyst and an accelerator for social renaissance, a driver for economic benefit, a promoter and enabler for greater participation in and experience of cultural excellence, for all in the City and beyond, especially our 9 million diaspora globally. The City will be an exemplar for culturally led regeneration; impacting on the most disadvantaged. As Digital Cultural Champion of the UK, it will both celebrate and inquire and engage children and young people in particular, connecting our communities in the City with its wider hinterland including cross border and internationally through an acclaimed programme of activities and events.



- **The full implementation of Derry City Council's Tourism Development Strategy – Focus on the Future** - will accelerate the growth of the tourism economy with a focus on arts, culture and leisure and the potential is already evident in the increasing level of private sector investment in infrastructure for accommodation in the City and the development of new air routes at City of Derry Airport.

Outcomes

- Through the UK City of Culture Framework develop tourism and culture element of the economy and grow it, creating jobs and up-skilling, particularly those most disadvantaged, 1,300 tourism jobs by 2013 and 2,800 by 2020⁴;
- Generate an additional £98 million Gross Value Added in 2020⁵;

- 290,000 additional tourist nights per year – developing our overnight stays⁶;
- By 2015 secured £50m in capital investment infrastructure;
- Established high quality cultural activities and events of local and international appeal on an annual basis⁷;
- A world class physical/cultural infrastructure in continued pursuit of our quest for designation for World Heritage Status;
- Centres of Excellence in Arts Practice and Creative Technologies, linking with the University and the North West Regional College;
- Connecting with the wider world through our 9 million Diaspora;
- Sustainability for our arts, history and cultural organisations through the Acorn Fund;

- An iconic destination and experience which is featured on the regional, national and international cultural maps;
- World Creative District as a centre for tourism, arts and culture created by local, regional, national and world renowned artists, collections and historical archives
- A regional sports and leisure destination;
- A 10 year Heritage Strategy for the City by the end of 2012;
- Cross border focus on shared heritage, cultural, maritime and environmental strengths and our Diaspora; and
- Greater participation in EU networks and programmes.

Accelerating the Growth of the Tourism and Cultural Economy

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Western Perspective and Cultural Tourism Attraction Project	Derry City Council	Apprentice Boys of Derry and Museum of Free Derry	5,100		1-2			√√
Animation of the City	Derry City Council	Community and Voluntary Sector		1,400	1-3			√√
City of Culture Capital Projects	Ilex	Ilex, DSD, DRD, DCC, Arts and Community organisations	10,000		1-2			√√√
City of Culture Programme 2013	Derry City Council	Ilex, Community and Voluntary Sector, Public Sector Private Sector,		17,000	1-3			√√
Ebrington Cultural Quarter	Ilex	Ilex, OFMDFM	23,000		1-4			√√
Maritime Museum	Derry City Council	Ilex, OFMDFM, DCAL, NITB	6,700		1-3			√√
Historic London-Derry: Plantation	Derry City Council	NIEA	2,000	500	2-3			√√
Development of a Rural Tourism Marketing and Product Development Plan	Derry City Council	ARC North West		246	2-3			√√√
Built Heritage Programme	Derry City Council	NITB, NIEA and identified property owners/project promoters	4,100	315	1-2			√√√
Restoration of the Guildhall	Derry City Council	NIEA, NITB	9,500		2-3			√√√
Faughan Valley Partnership Project	Rapid	DCC, Woodland Trust	1,900	265	2-3			√√√
Events and Festivals	Derry City Council	DVCB, Private Sector, C&V Sector		350	1-2			√
Accommodation	Private Sector	Derry City Council, Ilex, Private Sector	24,000		2-3			√√
Evening and Night-time Economy	Derry City Council	CCI, Private Sector		845	2-3			√√
Totals			86,300	20,921				

Lead Body - Responsible for leading delivery of activity & accountability for performance
Lead Partners - Responsible for delivery of specific actions/projects
State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)

4 Oxford Economics, Baseline Report

5 Oxford Economics, Baseline Report

6 UK City of Culture Bid

7 Budget 2010



3. Establish a Co-operative and Social Enterprise Hub

This catalyst programme is a job and business creation project, aimed at social enterprises which are also for-profit businesses.

There is an emphasis on self-employment and enterprise and is based on co-operative business principles. This programme will help to underpin the work of other themes targeting its focus to supporting the Regeneration Plan.

We will:

Aim to create social enterprise opportunities in economic sectors such as: tourism; catering; hospitality; leisure; culture; finance; green economy; sustainable and renewable; health and medical; technology and IT; digital and creative technologies. It is based on the principle of identifying local needs and matching them to local resources in order to create business opportunities. The approach however is not limited to any sector and can apply where there is identified need. It will build on the social economy enterprises that already exist, and will further develop the sector. The Hub will provide a system which addresses inequalities and unemployment, which allows diverse forms of

social ownership, which makes best use of local resources and capacity and which serves social needs before profit. The Hub aims to create job and business opportunities targeted at the most disadvantaged (long-term unemployed, low or no skills, those with dependents and those with disabilities, unemployed young people), as in keeping with the Mission Statement of this One Plan.

In this regard the project will seek to do two things:

1. Provide a supportive framework for social enterprise entrepreneurs and stakeholders from the NW Region to develop broader and more diverse co-operative clusters across the City Region.
2. Develop a NW Public Service Co-operative to secure for the NW a regional competitive advantage by the development of improved economies of scale through effective and more integrated public services across the City Region.

By:

- **Promoting social businesses** within the Hub which can take a range of forms within the social economy context, including worker co-operatives, consumer co-operatives, mutual societies, commercial social enterprises, voluntary organisations and charities that trade, fair trade companies etc.
- **Focusing on job and business creation in the sustainable and green economy.** The programme also has an emphasis on the rural hinterland, on both sides of the border.
- **Providing and/or sourcing a full range of integrated support services** to Hub members to meet the full gamut of their business needs, from generic business support, to specialised support, to technical support, to training and education support, to financial support. All of this support will be made available to Hub members in a single, one-stop shop, providing them with the foundational support needed to become established and to thrive. Because Hub members will be part of the Hub, co-operation and support takes place at two levels: among the workers in the businesses; and among the businesses themselves. This mutual support with the potential for trade does not exist for typical businesses.

Examples of potential social enterprises and co-operatives which will target those most disadvantaged and train them as worker owners in a range of opportunities including:

- a political tourism co-operative;
- a co-operative supplying bio-diesel or bio-mass wood chips;
- a software house co-operative;
- a sustainable construction co-operative;
- a food co-operative, tying in with local suppliers and community allotments;
- a co-operative that recycles plastic and rubber to manufacture new products such as seating, fencing, road signs, etc. and;
- a childcare co-operative.

This programme will co-operate with other Catalyst Programmes and facilitate their delivery through, for example, seeking the provision of affordable and appropriate day care, and by seeking the provision of affordable and appropriate transport. This will be partly achieved through a day care co-operative and through the Integrated Transport Strategy Catalyst Programme. In this



Courtesy of Verbal Arts Centre



context, the concept of day care includes the needs of individuals who are carers (i.e. looking after disabled children and adults, or older people, or people who are long-term sick), and not only parents of young children. In this way the programme will underpin/service the successful delivery of other aspects of the regeneration Plan.

Outcomes

- Rates of pay more evenly distributed within worker-owned co-operative businesses, regardless of gender, age, disability status;
- Structure of jobs inherent within the co-operative businesses will diminish the hierarchy of job roles, thus allowing worker-owners to work within flat work structures and reduce the imbalance of men / women in management roles; it will also diminish the traditional job roles thus allowing worker-owners to avail of all types of jobs, regardless of gender, age, disability status;

- As co-operative businesses will be worker-owned, workers will be able to avail of flexible working hours as required by family / dependent commitments and health reasons;
- Co-operative businesses will have a policy of on-the-job training and education, thus providing access to training and education to allow job progression for all worker-owners;
- The number of self-employed, especially women, will increase;
- Jobs and self-employment will be targeted at: women, including older women and those with dependents; lone parents and carers; long-term unemployed; those with low or no skills; ethnic minorities, and particularly Travellers by providing options for self-employment; young people, especially 18-24; those in the LGBT group; those with disabilities (since there will be flexible working hours, pay rates on a par with other worker-owners, and access to training and education to

allow job progression); those with mental ill health or learning disability (Bamford Review states that with effective rehabilitation support 58% of adults with severe and enduring mental ill-health are able to work);

- The co-operative businesses will target people living in the most disadvantaged areas, such as the Brandywell, Creggan, Shantallow, and areas where part-time employment is high such as Creggan South, and Shantallow East;
- Areas of the Rural Community will also be included in targeted initiatives to address specific needs and disadvantaged communities;
- The co-operative businesses will generate revenue that will go back into the local economy;
- Savings will be made by the benefits system, with more people currently on benefits gaining employment; and
- Support/service other elements of the regeneration Plan.

Establish a Co-operative and Social Enterprise Hub

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Co-operative and Social Enterprise Hub Study and Action Plan	Ilex	Community and Voluntary Sector, DETI, Private Sector, Derry City Council		50	0-1			√
Totals				50				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance
Lead Partners - Responsible for delivery of specific actions/projects
State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



Education & Skills

1. A Strategy for Skills Escalation and Employment
2. Higher Education Expansion, particularly the University

Transformational Theme 2

1. A Strategy for Skills Escalation and Employment

The skills deficit in the City is a particular challenge and in any plan seriously targeting disadvantage this has to be given priority.

Therefore core to the delivery of the regeneration Plan as a whole is the skills agenda. We are committed to helping people, especially the most disadvantaged, to get into work, stay in work and progress up the skills ladder.

We will:

- **Develop a Skills Strategy with specific actions for Derry~Londonderry to deliver progression through a “Skills Escalator”**, so that our people are better equipped to take advantage of the higher skilled employment opportunities predicted for the future regardless of their current skills levels and distance from learning. This will be aligned to the Skills Strategy for Northern Ireland.

By developing:

- **A Strategy to be overseen and implemented by a new Skills Directorate** which will have:
 - a) a strategic role: setting the direction of skills development; ensuring equality is mainstreamed in the strategy; monitoring achievements by tracking the progress of individual trainees; and
 - b) an operational role: co-ordinating the implementation of the strategy; influencing & monitoring public sector funded skills provision in the City; co-ordinating the tendering of programmes for NI & EU funded training provision; designing and developing City-wide and targeted initiatives, including the public

works programme that will use a range of interventions to support those currently out of work and get them into employment.

In the short term a pilot Skills Directorate will have the following terms of reference:

- Review membership to consider community/voluntary sector provision and needs;
- Review skills provision in the City across all levels, identify gaps and map future requirements against the current and future needs of the economy;
- Develop a Skills Escalation Strategy for Derry~Londonderry which is aligned to Success Through Skills 2 and reflects the needs of the private sector;
- Ensure training provision across the City is co-ordinated across the public, private and community sectors;
- Identify and prioritise funding opportunities for skills development;
- Undertake a pilot Training Needs Analysis with 40 employers and identify and deliver specific training that will assist with up-skilling the current workforce;
- Undertake a range of promotional activities to raise the profile of the skills agenda and Skills Directorate/North West Workforce Development Forum (NWWDF) to include events such as:
 - Employer roadshows/information events
 - Media coverage
 - Development of a skills website
- Monitor and evaluate the impact of training;
- Establish a tracking system for all trainees at all levels; and
- Identify priority skills focus vis-a-vis the Regeneration Plan in areas such as tourism, knowledge economy, digital and culture.

This overall skills programme will include physical regeneration projects and neighbourhood programmes such as the Foyle Valley Green Way, improving the tourism and cultural opportunities by upgrading customer care skills, local apprenticeship schemes and up-skilling the existing workforce to drive business development and productivity. It will target the skills needs of all 11 Catalyst Programmes as a key component to successful delivery.

The programme will create an employer led partnership with educational institutions to design bespoke courses to be delivered locally with private sector employers integral to success. The



project will focus on the successful delivery of the Regeneration Plan as a whole with emerging economic sectors such as tourism, the digital economy, sustainable and green technologies at the core and will create an escalator of skills through NWRC and the university for everyone no matter what their skills level, age or ability.

The University and NWRC are key to the successful delivery of our skills escalation approach. This will ensure progression of relevant training to degree level with linked programmes. These programmes will have flexible points of entry, including entry without any formal qualifications and flexible levels of exit up to and including honours degree and beyond. Part-time and home-based modes of study will be developed which align to the skills escalator appropriately for provision.

Outcomes

- Strategy and Action Plan in place by summer 2011;
- Skills Directorate established in late 2011 to co-ordinate action;
- Improved skills profile of the resident population and workforce;
- Apprenticeship programme for regeneration;
- Increased investment, both indigenous and inward;
- Reduce the population with no qualifications from one third to one fifth;
- Closing of the inequalities in skills levels;
- Better impact from local, regional and EU funds and EU networks;



- Enhanced school employer links;
- Reduction in unemployment, including long term unemployment;
- Increase in economic activity;
- Job creation – 700 in education and skills;
- Increase in self employment and enterprise;

- Reducing inequalities in resident employment rates;
- Increase in skills stock of the resident workforce;
- Improvements in literacy and numeracy and ICT;
- Physical improvements/regeneration; and
- Increased employability.

A Strategy for Skills Escalation and Employment

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Develop Skills Escalation Strategy and Action Plan	Ilex	DEL, NWRC, UU, Private Sector, C&V Sector, Derry City Council		50	0-1			√√
Establish Skills Directorate	Ilex	Derry City Council, Community and Voluntary Sector, NWRC, UU, Private Sector		50	0-1			√√
Employer School Linkages	Chamber of Commerce	SEC, FLC, DAT, Young Enterprise		500	2-3			√
Delivery of skills and employment under EU ESF Programme	DEL	Derry 2020, The Women's Centre, Strathfoyle Women's Group, DCC		3,500	2-3			√√√
Enterprising Derry	Derry City Council	Derry City Council, INI, Private Sector		240	1-2			√√√
Totals				4,340				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance
Lead Partners - Responsible for delivery of specific actions/projects
State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



2. Higher Education Expansion, particularly the University

Universally recognized as one of the key drivers in the successful regeneration of the city is the expansion of the University. It has considerable potential to expand and generate a significant and catalytic impact on the local economy in terms of skills and jobs.

This vision transcends traditional academic and cultural boundaries as a proven agent for equality, inclusion, regeneration and participation. The University already has an exemplary record in partnership with Further Education and schools to improve access. Furthermore, it will extend international and global reach and promote excellence in particular areas of research in support of other catalyst projects, not least digital, cultural and STEM opportunities.

We will:

- **Build on and further the current proposal for expansion of the Magee Campus by the University of Ulster.** This catalyst programme is for a substantial expansion in Higher Education provision at the University of Ulster's Magee

campus and at the North West Regional College. This is an essential component of the economic, physical and social renewal of the City.

By:

- **Growing Higher Education Provision** – this proposal was developed by the Resources Group on Higher Education, a sub-group of the Education and Skills SWG. This proposal has been fully adopted by the University of Ulster and now forms their vision for development of university provision in the City. It is summarised here showing in particular how it departs from a traditional, elitist vision of higher education to a community-based urban university serving local society as well as attracting external human and financial investment. The University will be

elite but not elitist. The expanded University will not only provide Higher Education in Derry~Londonderry but will encourage demand for and supply of Higher Education for local people in their own University. The Resources Group's full report is included in the Regeneration Plan Volume One which contains the foundation documents upon which we have developed our regeneration proposals. The document is available at www.ilex-urc.com.

The plan for expansion of the University is explicitly community based and has identified mechanisms for targeting its operation at areas of particular disadvantage. These include the expansion of the internationally recognised Step-Up programme which will allow the University to interact with the schools, focusing on schools in areas of particular disadvantage, encouraging the uptake of economically relevant study including but not restricted to STEM.

The extension of the concept of 'widening access' includes the provision of an enhanced range of cultural and academic activities and programmes for the community of the North West of Ireland by opening the facilities of the University. Furthermore, the use of Social Clauses in the specifications for Public Procurement tendering within Further and Higher Education institutions will enhance employment opportunities.

There is potential for business creation in the form of spin-out companies, that promote self-employment and enterprise by taking advantage of successful existing enterprise and programmes and projects such as the Enterprise Development Programme as well as proposed enterprise projects such as that for the Co-operative and Social Enterprise Hub, business start-ups, the "walls" of the "campus" will therefore be open and alive to innovation and the sharing of skills.

Outcomes

- A University campus which serves 9,400 FTEs (including 6,000 full-time undergraduate students), supported by enhanced provision of 750 full-time undergraduate students at the NWRC (bringing the total full-time undergraduate students there to 1,500) over the 10 year period to 2020;
- Expansion of University of Ulster Magee Campus with the targeted increase of 1,000 MaSN by 2015;



University of Ulster, Magee



- Expansion of the number of places in STEM subjects and in the expansion of capabilities in research, development and consultancy;
- Total economic impact of the proposed expansion is forecast at £495m per annum by 2030, rising to some £1bn by 2040 and would become the catalyst for City-wide economic renewal. In conjunction with other supporting interventions, this has been forecast to lead to the creation of 2,800 new jobs (direct and indirect) by 2020, rising to 7,700 by 2030;
- NWRSP development at Fort George, creating a focal point for the spin out from university R&D;
- The balanced portfolio of teaching and learning, research and development and work with business, industry and the community;
- The creation of:
 - A new Institute for Sustainable Technologies including wide ranging programmes in the area of Renewable Energy;
 - A new Institute for Health and Wellbeing: including expansion of Nursing with the addition of Children’s Nursing, Midwifery and Primary Care, Mental Health and Disability Studies;
- Building on the University of Ulster’s national and international reputation for widening access, a university which both provides Higher Education for Derry~Londonderry people, as well as Higher Education in Derry~Londonderry;
- Closing the inequality in school leavers progressing to Further and Higher Education;
- Improvements in the skills stock of the resident workforce;
- Building up excellence e.g. the C-TRIC model and the Intelligent Systems Research Centre (ISRC) and;
- Greater participation in EU networks and programmes.



North West Regional College

Higher Education Expansion, particularly the University

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Expansion of UU at Magee to 9,400 FTEs	University of Ulster	UU, DEL, Ilex, Private Sector	200,000	250,000	5	–	10	√
Secure 1,000 increase in MaSN	University of Ulster	UU, DEL	TBC	TBC	2-3			√
Doubling of MaSN at North West Regional College by 750	North West Regional College	NWRC, Ilex, UU, Private Sector		TBC	5	–	10	√
Accelerate the development of C-TRIC	C-TRIC	UU, WHSCT, Ilex, INI, DCC		150	2-3			√√
Totals			200,000	250,150				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance

Lead Partners - Responsible for delivery of specific actions/projects

State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



Building Better Communities

1. Early Intervention City
2. Foyle Valley Gateway
3. Quality Spaces, Places and Neighbourhoods

Transformational Theme 3

1. Early Intervention City Education and Health

Early intervention has a dual function, intervening in the early stages of life from 0-6 years and also intervening early as soon as an issue arises, for children, young people and their families.

The rights of children and young people are at the heart of proposals to shape and develop the City and Region through sustainable engagement processes and structures around equality and inclusion ensuring that the genuine voice of children and young people is heard. The Child Friendly Communities initiative is designed to address the findings of a 2007 UNICEF report - 'Child Poverty in Perspective: An Overview of Child Wellbeing in Rich Countries' – in which the UK ranked worst overall out of 21 countries across six child well-being dimensions: maternal well-being, health and safety, education, peer and family relationships, behaviours and risks, and young people's subjective sense of their own well-being.

Creating a Child Friendly Community (CFC) requires that:

- Children's rights and the UN Convention on the Rights of the Child are known and understood by the general public and those working with children and young people
- Children are valued as citizens and their best interests guide decisions
- Children and young people's ideas and opinions are taken into account
- Children of poorer backgrounds or ethnic minorities are given fair treatment and equal opportunities
- Places are available, accessible and safe
- Children can play and socialise with their peers

CFC provides a child's rights framework to support statutory agencies and others to change their policy and practice and implement a rights based community approach. The focus is on 'how we work' as opposed to simply addressing symptoms of problems and has the potential to bring about the transformational change required to reduce inequalities and make the City the best for children and young people. There is a need to balance targets and project based initiatives towards finding new ways of working that have the capacity to transform mainstream programmes and service delivery.

We will:

- **Focus on Education** – We are committed to addressing root causes and symptoms in terms of health and education and in this respect, early intervention is a key and integrating factor. Successful education, particularly in the early years is the product of a complex interaction between many individuals and groups; parents and grandparents, community, health and social services and formal education in schools involving a mixture of universal and targeted programmes. Integrated, multi-agency early years educational intervention addresses this environment, and involves intervention at the earliest stages in a child's development to enhance their life chances. Early Intervention for Education requires education in its broadest and most inclusive sense including the physical, emotional, health, and social needs of the child at home, in the community as well as in the school.
- **Focus on a multi-agency approach**, including stronger links between parents and grandparents, community, voluntary and health agencies and schools, which includes development both in school and in the community. It is founded on a number of existing quality interventions, namely:
 - Sure Start: provides an integrated service that brings together the whole range of services needed by children and families.
 - Programme for Two-Year Olds: focuses on age appropriate play in small group settings to enhance the child's emotional personal, physical and cognitive development and build up language skills.
 - Pre-School Educational Expansion Programme (PSEEP): provides one year of high quality funded pre-school education for every child whose parents wish to avail of it.



- The Foundation Stage in Primary School: a progression of PSEEP into primary school and formal education.

The programme supports and attempts to incorporate the main recommendations of the 2010 DE Early Years (0-6) Strategy which focuses on quality and outcomes; greater coherence and a multi-agency approach in terms of progression in child development; a highly qualified work force, more engagement with families and communities especially in areas of disadvantage; smooth transition between the different stages and the seamless flow of information between the different agencies which have responsibility for them.

It recognises, firstly, that schools are already a community focus in many areas, that they are the main vehicle for expenditure of public educational funds and that most children already attend school regularly for most of their lives. Interventions in education require school based, child focused, multi-agency approaches which develop seamless integration not only between the school, its community and the supporting agencies, but also the seamless transition of the child through the main stages of early years education. The school becomes the vehicle through which society nurtures its children. This programme opens the doors and the management structures of the schools to the community and to the supporting agencies underpinning quality provision and maximum take-up of service.

By delivering a:

- **Ten year programme of Literacy and Numeracy, Family Support and Nurturing Programme**, aimed at increasing parental engagement in their children's education from Sure Start through pre-school into the Foundation Stage, by providing a cohesive one-system service to parents focused through and delivered by local primary schools whose management is distributed to include the relevant statutory, community and educational agencies. The aim is for integration of services which supplies a seamless experience for the children and a seamless tracking of development and individually tailored intervention through all the stages of early years' education. It will result in the integration of existing services, better use of existing infrastructure, a testing and tracking system which provides reliable information on a child's development needs and progression including sharing of information across the



Courtesy of Verbal Arts Centre

early years stages, and will enable targeting of resources at those most in need, together with a programme which supports parents to increase their engagement in their children's education and provide extended learning opportunities for children most at risk of under-achieving. It will

encourage co-operation between parents, the community sector and the school breaking down long-standing negative perceptions of the parents of the most disadvantaged children to the school environment.



- A family support model for the educational, physical, emotional, and social needs of the child at home and in the community.

We will:

- **Focus on Health** - The early development and first learning of the child has a major impact on future health and wellbeing. Research shows that rapid learning occurs between the ages 0-3 years of age. Common influences on the health of children and young people are the economic, education and health deprivation of parents.

Children and young people in the DCC area tend to suffer more from poor diet, are more likely to live in poverty and have a greater risk of suffering from

an accident than their NI peers. Derry~Londonderry has a higher rate of children living in Income Support households compared to the NI average.

Children and young people aged 5-17 years represent approximately 20% of the total population in Derry City and Strabane District Council areas. Poverty and unhealthy lifestyles are major causes of ill health amongst young people living in deprived areas with unhealthy lifestyle choices and/or restricted life choices leading to premature illness and disease.

Young people lead more sedentary lifestyles and exercise less due to increasing affluence leading to increasing levels of obesity in children and young

people and associated increases in illnesses such as diabetes, heart and circulatory diseases.

By:

- **The development and implementation of the Family Support Programme** through the establishment of an integrated, multi agency, early intervention approach to meeting the needs of children, young people and families at a local level. The following outcomes will be achieved:
 - Help parents and carers provide a nurturing and stimulating home environment, including help for parents with any literacy and numeracy issues of their own so that they can in turn help their children;



- Join up the education experience for children, managing more effectively the transitions from pre-school to school and onto further and higher education or work;
- Ensure that we equip young people with good literacy and numeracy skills - giving them the confidence and ability to continue to learn and develop other skills whether they choose to enter work or continue with their formal education;
- Enable all children and young people to develop as successful learners, confident individuals, responsible citizens and effective contributors, helping young people develop and appreciate the importance of the essential skills and capacities so critical to work and later life;

- Ensure that support is provided to improve the life chances of those most at risk;
- Ensure that young people who need more choices and more chances have access to these; and
- Provide high quality, reliable childcare that can give those furthest from employment confidence to take initial steps towards employability.

This is represented below:

Outcomes

- Early intervention action plan and strategy;
- Increases in educational attainment at Key Stage 3 English and Maths and at GCSE, including English, Maths and ICT;

- Reducing inequalities in educational attainment at these levels;
- Better attendance at school;
- Improved Family Support Service provision across the City;
- Wider access to learning opportunities and improved support for those at the greatest risk of under-achieving;
- Reduction in the number of children leaving school with no or low qualifications;
- Improvements in parenting, family literacy and health and well being;
- UNICEF Child Friendly City; and
- A citizens diversity and values education programme.

Early Intervention City

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Establish Early Intervention Partnership	DCC	DCC, Ilex, WELB, PHA, NRPB	N/A	N/A	0-1			√√√
Mapping, research and evaluation framework	Early Intervention City Partnership	DCC, Ilex, DHC, WELB, WHSCT		25	0-1			√
To develop literacy and numeracy programme	Early Intervention City Partnership	WELB, WHSCT		Existing resources	1-2			√
Family Support Programme	Early Intervention City Partnership	WELB, WHSCT		Existing resources	1-2			√
Totals				25				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance
Lead Partners - Responsible for delivery of specific actions/projects
State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



2. Foyle Valley Gateway

The key Gateways to the city are identified within the Citi-Scope survey by residents as critical elements in the City's regeneration.

In the City, the west end of Craigavon Bridge has been highlighted by many as presenting an especially negative image for tourists, investors and residents on their entry to the city centre. Carlisle Square has as its centrepiece a statue representing the hopes of the City. It contrasts starkly with the remnants of Derry~Londonderry's industrial history including the dereliction of Tillie and Henderson's, Ben Sherman and the Hamilton shirt factories. Adjacent to this is the semi-derelict Foyle Valley Railway site and track which leads south to a range of unused and vacant lots, including the Old City Dairy, a number of petrol stations and the vacant maintenance yard for Foyle Valley Railway. The River Asset SWG identified the

south of the west bank as an area in which a range of water based activities might be located and within which tourism and recreational activities could be developed.

- **The Foyle Valley Gateway Programme aims to enhance development opportunities adjacent to and south of Craigavon Bridge (on the west bank) and thus improve the quality of life of city residents and provide training and employment opportunities for those most disadvantaged.** At present there is no access from the west bank to the river anywhere above Craigavon Bridge for boating or other water based recreational activities.

- The City Region Asset SWG noted the programme's role as a Gateway both from the South through the Letterkenny Road and from the east on Craigavon Bridge.

We will:

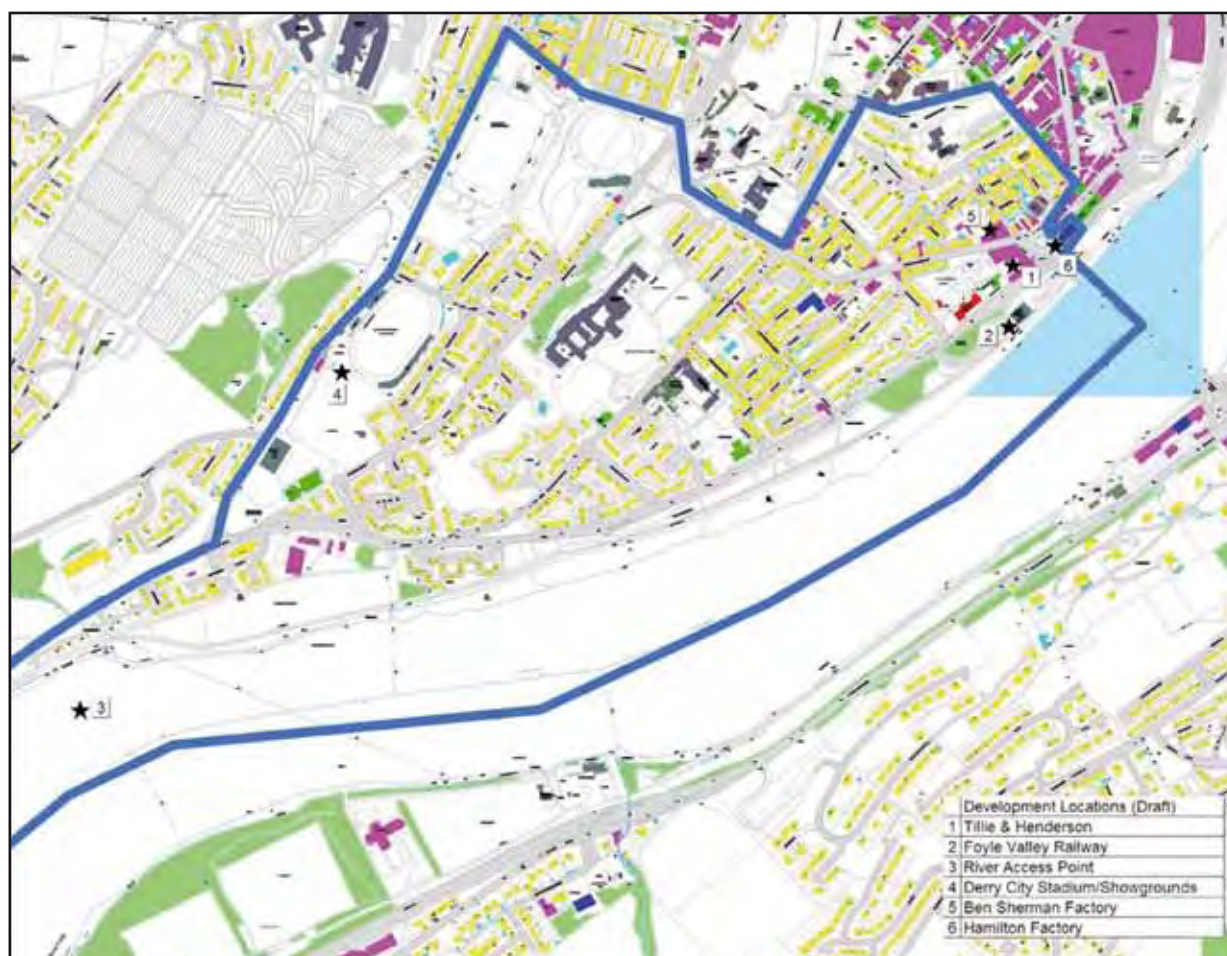
- **Create employment and training opportunities** in an area with low rates of economic activity
- **Maximise the unexploited potential of the river,** river banks and hinterland for passive and active leisure use
- **Improve the physical infrastructure** and amenity of one of the key Gateways to the City
- **Make the area and its environs more attractive** as an investment proposition for economic regeneration

Development will focus upon the Foyle Valley Railway, the Tillie & Henderson site, Daisyfield, Brandywell Stadium and Showgrounds and surrounding areas including the Fountain and Brandywell districts.

Developing the Gateway programme which has the potential to create jobs, develop business and tourist opportunities and where this is the case, there will be explicit use of Social Clauses in the specifications for Public Procurement tendering so that jobs will be targeted at the most disadvantaged, and thus will bring about measurable improvements for those experiencing inequality. The development will make use of Sustainability in Energy and Built Environment and Carbon-neutral Development; and Place-making and Spatial Clustering to ensure physical and social sustainability, and sustainable neighbourhoods.

Drawing on the Space Syntax movement analysis and Derry City Council's Riverside Masterplan, this entails developing the river front with informal and formal points of access to the river in order to create activity on the river upstream of Craigavon Bridge, engaging the local (disadvantaged) community, creating access to the river at an arterial route into the city (hence the "Gateway"). The essence of the proposal for the river is to develop access from the road to the river and a public slipway to provide access onto the river. The potential exists to develop a major waterside recreational amenity at Daisyfield, such as an all-city schools boathouse or National Centre for Excellence in Water-sports.

Foyle Valley Gateway Boundary



Outcomes

- Improved access to the river;
- Enhanced play facilities;
- Improved sporting facilities including pitches;
- Realise the full potential of the Foyle Valley Railway Museum as an important tourist attraction and as a significant stepping stone on the greenway heading south to Donegal;
- Allotment development programme;
- Opportunities for public art;
- Continue the greenway north and south of the city from the central urban area of the cityside;
- Implement a scheme of landscape and amenity improvements along the riverside at Foyleside Park;
- Increase in employment opportunities;
- Additional training opportunities;
- Reduction in economic inactivity; and
- Quayside public realm 2012.

Foyle Valley Gateway

Programme Activity	Catalyst Champion/ Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Foyle Valley Gateway Feasibility (incl. technical reports)	Derry City Council	Derry City Council, Triax, DSD, Ilex		70	0-1			√
Implementation of the Foyle Valley Gateway Masterplan	Derry City Council	Derry City Council, Triax, DSD, Ilex, Private Sector, C&V Sector		-	1-5			√
Implementation of Riverside Masterplan – Phase 1	Quayside Development	DSD, Roads Service		200	1-2			√√√
Training programme for Economically Inactive	DEL (ESF)	Derry 2020		500	0-3			√√√
Totals				770				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance
Lead Partners - Responsible for delivery of specific actions/projects
State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



3. Quality Spaces, Places and Neighbourhoods

This project aims to develop public realm, open, green and living spaces across the City in order to create high quality places, spaces and neighbourhoods.

It begins by focusing on the physical infrastructure that is needed to create functional public realm, variety of spaces and destinations.

We will:

- **Propose the Citywide design of places and spaces that are physically and socially sustainable.** The project will give due consideration to community safety issues when designing and developing physical and environmental projects/builds and the Section 75 feedback from the Citi-Scope survey. The project sets to improve environmental conditions in disadvantaged neighbourhoods across the City.

By

Creating the physical infrastructure through the use of:

- Place-making and Spatial Clustering approaches
- The Sustainable Connectivity Model
- Sustainability in Energy and Built Environment and Carbon Neutral Development
- Sustainable Neighbourhood Model
- Assets Building Model of Community Development
- Spaces and Places to Go, Live, Learn and Grow

- These approaches aim to drive up urban quality across the City to achieve ever higher standards of design of buildings, new and existing neighbourhoods, public spaces and areas of special character, open and green spaces. These approaches ensure the creation and maintenance of successful neighbourhoods, and improvements in the quality of life of their residents, by providing sufficient high quality, accessible housing. Place-making is based on an older form of urbanism and urban design which allows buildings in the City to have a mix of use (e.g. office space, shop space, mixed tenure living space, living-over-the-shop, safe public space and realm, open and green spaces, etc).
- **Place-making can ensure better and safer communities through the physical design of sustainable and connected neighbourhoods.** All too often communities suffer from consistent and high levels of anti-social behaviour. The reasons for this are varied and complex. Public safety, in our neighbourhoods and City Centre will be a priority within the Regeneration Plan. We aim to secure adequate and appropriate investment in crime prevention both directly through the Policing and Justice Budget but also through the relevant department budgets for investment in social infrastructure, family support and programmes for children and young people at risk including juvenile/youth diversion. We want to establish/support a Safer Neighbourhoods Initiative through which we can work with all the relevant bodies and agencies, including the Police to tackle all forms of disadvantage and anti-social activity. The Plan aims to be place shaping and thereby life changing.
- The Regeneration Plan forecasts a significant growth in demand for housing within the Derry City Council area within the next decade. The projected population resultant from the expansion of Higher Education, increased employment opportunities and both lower levels of outward migration and increased levels of inward migration is in the region of 120,000 by 2020. This represents a doubling of the existing net population increase within the city and in the absence of an Area Plan being in place post 2011 indicates the need to identify opportunity sites for housing development including brown field development and the facilitation of urban dwellers to the inner city area.
- The existing NIHE Annual Housing Need Assessment (2010-11) estimates that there will be a requirement for an additional 1,289 houses



from 2009-2014. The majority of these homes (93%) are needed within the West Bank with single person households dominating the waiting list (48%), families (39%) and older people (12%). Future demographic trends indicate increased housing formation and smaller households with growing numbers of older people.

- There has also been an increase (23%) in applicants being awarded 'Full Duty Status' (statutorily homeless), increasing from 672 to 825 over the period 2006-2010.
- The successful delivery of the regeneration Plan within the next two decades will result in the present housing forecast demand underestimating considerably the need within

the city. In particular, the expansion of Higher Education will generate significant pressures in terms of housing by students.

- In the regeneration Plan the City Assets Group used the Superimposition Mapping Toolkit (SMT) to develop the proposed clusters. The SMT model could be used to model dynamic information about the City and allows the information to be juxtaposed or layered upon each other.
- We will put in place a Local Development Framework which will endeavour to incorporate the objectives and outcomes from the regeneration Plan (City Region Assets SWG), Fort George, Ebrington, the Space Syntax Spatial Movement Analysis, the

Retail Strategy and the Riverside Masterplan which will help to guide and facilitate future development in the City Centre.

Outcomes

- New public realm, green spaces, parks and play areas
- Development of allotments and urban gardening programme;
- Continuous riverside public realm;
- Walled City Masterplan;
- Job creation targeted at the most disadvantaged; and
- City Centre Development Framework.

Quality Spaces, Places and Neighbourhoods

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Neighbourhood Development Plans	Department for Social Development	DSD, NRPs, Ilex, DCC		250	1-2			√√
Local Development Framework	Planning Service/DCC	DSD, C&V Sector, Ilex		50	1-2			√√√
Upgrade and Provision of new play facilities across Council area	Derry City Council	Play Partnership	8,000		2	–	10	√
Brooke Park Restoration	Derry City Council	HLF, NIEA, OWNRP, Community, Friends of Brooke Park, Sports Organisations	5,000		2-3			√√√
Implementation of Riverside Masterplan	DSD/Roads Service	Derry City Council, Triax, Ilex, Loughs Agency, Londonderry Port & Harbour		TBC	0	–	10	√
Culmore Landfill Site Remediation and Country Park	Derry City Council	NIEA and Community	9,000 (remediation) 2,000 (park)		3	–	5	√√√
Totals			24,000	300				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance

Lead Partners - Responsible for delivery of specific actions/projects

State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



Health & Well Being

1. Health for All

Transformational Theme 4

1. Health for All

Health and health inequalities are largely determined by factors outside the reach of the healthcare sector.

The key determinants of health and wellbeing are low income, unemployment, poor environment, diet, lack of physical activity, smoking, alcohol and drug misuse, poor education and sub-standard housing. **Improving health and social wellbeing by tackling health inequalities requires action and investment across government departments to tackle the root causes of poor health.**

The social model of health addresses the wider determinants, rather than simply the presence or absence of disease, that impact on people's health. These include a person's culture and belief system; levels of relative income, access to housing, education attainment and opportunities as well as the wider environmental, political and socio-economic conditions in which people live. People's social and community networks also have an impact on health.

We will:

- **Build on existing models of good practice within the city which adopt social models of health addressing the health and wellbeing inequalities which exist locally.**

Health is a "state of complete physical, social and mental wellbeing and not merely the absence of disease or infirmity." (WHO, 1948) Given that health is everyone's responsibility, the City and Region will place people and their wellbeing at the centre of strategic regeneration planning by building on health as a state of wellbeing that is impacted on by all aspects of a city's physical, economic, social, environmental and cultural life.

The inequalities in health and wellbeing in the City and Region can be tackled through changes and improvements to the socio-economic, physical, environmental infrastructure of the city and region.

By:

- **Underpinning the WHO Healthy City approach** we will ensure that health equity becomes a visible product of the urban regeneration process and will focus on the following actions:
 - **Prioritise Derry Londonderry as an Early Intervention City**
 - **Target the health inequalities of those in greatest need**
 - **Tackle root causes not just symptoms across all stages of life:**
 - Infants (0-4 yrs)
 - Young People (5-17 yrs)
 - Adults (18-55 yrs)
 - Older People (over 55 yrs)
 - **Ensure equality of access and care**
 - **Invest in health through physical, social and economic change**
 - **Involve the community in design and implementation of health improvement programmes**

The programme will also adopt the six policy objectives proposed by Marmot 2010, Fair Society – Healthy Lives:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill health prevention

Continuing to pursue with our partners, the construction and operation of a Satellite Radiotherapy Unit at Altnagelvin, directly benefitting patients across the North West of the island through the improvement in health outcomes, addressing inequalities in terms of access to services as well as complementing other key initiatives including the Clinical Translational Research and Innovation Centre (C-TRIC).

A key element going forward is the development of a City Health Plan, including the potential for further cross border collaboration. This Plan will be based on the concept of intervening early and will encompass the actions set out in this Regeneration Plan as well as those necessary to take forward the Healthy City designation.



There are two main priorities to progress this work:

1. Development of City Health Plan
2. Restructuring of Derry Healthy Cities

The 5 priority areas are:

1. Transform the culture of alcohol in the city
2. Promote positive more sustainable communities
3. Establish Derry-Londonderry as an active city to stop the rise in obesity
4. Promote and improve mental and emotional health and wellbeing of all age groups
5. Promote active ageing

Outcomes

- Agreed strategy and action Early Intervention Plan by 2012;
- Improvements in the Health and Social Care workforce and relevant community and voluntary partners by 2013;
- Work towards the World Health Organisation Healthy City principle of tackling health inequalities for all citizens;
- Improved health infrastructure through physical, social and economic change by 2015;

- Increased city and region partnerships in the design and implementation of health improvement programmes by 2012;
- Derry~Londonderry becomes the lead city for community mobilisation on the issue of alcohol by 2013;
- Reduction in the health inequalities of those in greatest need by 2015;
- Sustained reduction in obesity levels in children and young people by 2015;
- Sustained reduction in the incidence and impact of mental health illness, suicide and self-harm by 2015;
- Development of strategies and actions to tackle root causes not just symptoms by 2012;
- Greater equality of access and care for all citizens by 2015;
- A Charter of Rights for older people underpinning service delivery and improving access to and delivery of services by 2012;
- Increased investment in domiciliary care and home support for independent living by 2015;
- New cancer radiotherapy unit at Altnagelvin by 2016; and
- Greater participation in EU networks and programmes.



Health for All

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Develop City Health Plan	Derry Healthy Cities	DHC, DCC, WHSCT, DHSSPS, Community and Voluntary Sector		35	0-1			√
Restructure Derry Healthy Cities	Derry Healthy Cities	DCC and funders		60	0-1			√√
Alcohol Culture Transformation	Civic Alcohol Forum	DHC, WHSCT,		Re-profile of existing funding	2	–	10	√
Major refurbishment and upgrade of Templemore Sports Complex	Derry City Council		Phase 1 – 8,800		3	–	5	√
			Phase 2 – TBC				5	–
North West Regional Sports Campus	Derry City Council	Sport NI, sports organisations	10,000		3	–	5	√√
Promotion of Positive and Sustainable Communities	Derry Healthy Cities	DCC, NRP's, DSD, DRD, NIHE		10	1-2			√
Inventory Plan					2	–	10	√
City Centre Safe Places					2,000			10
Neighbourhood safe spaces			2,000		2	–	10	√
Active City Programme	Derry Healthy Cities	DHC, WHSCT, DCC, NRPs, DSD, Sport NI, Schools		900	2	–	10	√
Emotional Health and Well-being Programme	Derry Healthy Cities	WHSCT, NRPs, Age Concern, CLEAR, Schools		450	2	–	10	√
Promote Active Ageing	Derry Healthy Cities	DHC, WHSCT, Community and Voluntary Sector		180	2	–	10	√
Total			22,800	1,635				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance

Lead Partners - Responsible for delivery of specific actions/projects

State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



Sustainable and Connected City Region

1. Eco-City: A Transition to Green Energy
2. Integrated Transport Strategy (particularly public transport)

Transformational Theme 5

1. Eco-City

The Eco-City Project entails specific actions that directly promote the second guiding principle of the One Plan – ‘Embedding Sustainability’.

Sustainability is critical to our future. Regeneration through sustainability can:

- Stimulate and investment, promote innovation and the creation of business wealth;
- Increase the volume and value of employment in the City; and
- Improve the attractiveness of the City Region, both in terms of amenity and green spaces, encouraging more cycling, walking and healthy exercise generally.

Global energy costs continue to rise, as reported by the UK Energy Research Centre and will “encourage the rapid development of carbon intensive alternatives”. The regional CBI, Institute

of Directors, unions and the voluntary sector are speaking with one voice in calling for a Green New Deal that will create jobs, and address fuel poverty and energy security, as part of what the CBI has called “a trillion dollar business opportunity”

We will address

- fuel poverty
- regional energy sustainability/security
- food security

All within the over-arching context of rising global energy, food prices and climate change. There are opportunities for job creation, new business development, enhancing social cohesion through community, cross-community, and co-operative

management structures. The project will also promote closer ties with the City’s rural hinterland.

By:

- Enhancing Derry~Londonderry’s opportunity to develop the proposed Institute for Sustainable Technologies at the University of Ulster at Magee and position itself as a world leader in the transition to green energy as an international pioneer in R&D and innovation. This takes advantage of the NW’s access to the best wind and tidal power in Northern Europe, as well as other local sources of green energy.

It has been demonstrated elsewhere that the development of green technologies and approaches have been useful in promoting other key objectives such as social inclusion through their ability to employ individuals from within marginalized groups and geographic areas. This project will seek to ensure that whilst meeting its green objectives that it also contributes to reducing inequality within the City by promoting social economy and co-operative



enterprises, ensuring that jobs and enterprise will be targeted at the most disadvantaged. Initiatives including allotment schemes, retrofitting housing and district heating schemes will be at the core of the programme to address key issues of fuel poverty, food security and energy saving.

Outcomes

- Green New Deal public works programme to undertake retrofitting of existing housing for greater energy efficiency;
- Pilot District Heating Scheme leading to the development of a model for the public, private and community sectors;
- Community managed district housing schemes;
- Cross-border North West energy strategy including learning network of cities sharing good practice in sustainability;
- Centre of Excellence – Institute of Sustainable Technologies;
- Establishment of green tech business park;
- Programme for farmers and rural businesses to promote renewable and sustainable technologies;
- Development of a private wire and heat network within the City Region; and
- Lever European expertise, knowledge and funding.



Eco-City

Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness
			Capital (£'000s)	Recurrent (£'000s)	S	M	L	
Institute for Sustainable Technology	University of Ulster	DCC, Ilex, Sustainable City Partnership, Chamber of Commerce	–	–	2	–	5	√
Thermal Mapping of City	Sustainable City Partnership	Sustainable City Partnership	30	–	0-1			√√√
Scoping Study – Sustainable City	Sustainable City Partnership	Ilex/DCC	60	–	0-1			√√
Development of Allotments – training programme	INTERREG/DCC/Neighbourhood Renewal Partnership Boards Cross-border project (6 councils)	DCC	–	–	1-3			√√
Demonstration Project – Retrofitting Housing	NIHE	Sustainable City Partnership	–	–	1-3			√
Plugged In Places Initiative	Derry City Council	DRD	–	–	2	–	5	√
District Heating Scheme	Sustainable City Partnership		–	–	1	–	10	√
Delivery of Regional Waste Management Plan 2006-2020	Derry City Council	NWRWVG		5,000	1	–	10	√√√
Totals			90	5,000				

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance

Lead Partners - Responsible for delivery of specific actions/projects

State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)



2. Implementation of the Integrated Transport Strategy (particularly public transport)

The Regional Development Strategy recognises the need to strengthen the role of Derry~Londonderry as the principal City and transport hub of the North West including development of the Port and Airport and aligns with Department for Regional Development priorities for balanced regional growth.

We will:

As part of an over-arching Integrated Transport Strategy (ITS) develop a number of major projects to create a fully integrated and accessible transport network. To ensure that there is an effective and efficient transport system operating it is essential that all of the elements of the strategy are implemented, one element will provide minor improvements but it is only through a co-ordinated approach that all elements will be implemented and real transformational changes to the network are achieved which will address accessibility issues.

By developing the key projects including:

- Quality Bus Corridors (QBCs), bus priority, Park and Ride and Feeder Services (to include accessible and rural transport services and taxis);
- Upgrade of the Rail Line and Rolling Stock;
- Upgrade of the A5 and A6 (and the Atlantic Corridor routes);
- Orbital Link with a 3rd Road Bridge; and
- Implementation of Walking and Cycling Masterplan (Sustainable Travel / Model Travel Town).

The key objective of the ITS is to achieve behavioural shift from the private car to other forms of sustainable transport. By offering a fully integrated and accessible network people have more attractive and efficient modes of travel to choose from and are less likely to rely on private transport and align with the City's commitment to sustainability.

The ITS proposals are inter-related in that the levels of car parking restraint, improvement in bus services (and other sustainable modes) and readjustment of traffic capacity work together to re-balance demands by mode of transport to meet the needs of the City as it grows. By removing as much as possible through traffic from the city centre yet allow for the inevitable growth in car ownership and use, the proposals include the completion, around the western side of the city, of an outer bypass, with a new bridge proposed to cross the River Foyle. This will be the single most important measure available for cutting the volume of unnecessary traffic in and around the city centre. It will enable major environmental improvements to be achieved within the City. The major improvements to the bus



system will be achieved by cross linking the radial bus services, which currently terminate in the city centre, thereby creating a network of cross city bus services. To ensure that the cross city bus services are able to operate efficiently and reliably an extensive programme of bus priority measures is proposed. This will include the introduction of a Quality Bus Corridor (QBC), bus priority measures at major congested junctions and real time information at bus stops. The upgrading of the rail line will be of great significance as this will achieve improved train frequencies and running speeds from Coleraine, including the introduction of an earlier morning service to Derry~Londonderry.

The strategy also seeks to address barriers to good relations, which will be further enhanced through the cross linking of bus services. It will also provide positive benefits to those living in the rural hinterland, on both sides of the border, by addressing barriers to employment, education and other key services through the enhancement of a range of feeder services which include accessible and rural transport services and taxis.

Outcomes

- Improving the road network will reduce journey times and provide the potential for improved public transport provision;
- Better transport links, particularly the dualling of the A5 and A6, will make Derry~Londonderry a more attractive investment and tourist location and commuting to and within the City will become easier and quicker;
- The outer orbital link and new road bridge is of key importance as it provides additional traffic capacity that will attract orbital movements, e.g. between Strabane and Buncrana, it will also relieve traffic movements within the city centre and reduce traffic demand on key radial links. It will also play an important role in the promotion of the Derry~Londonderry – Letterkenny Linked Gateway route;
- Improvements in the road infrastructure will enable the future development of various sites across the City. The removal of through traffic from the city centre will enhance the redevelopment of the river front, which will be

further aided by the removal of all river side parking;

- Direct access to the river will be improved by the provision of additional and improved crossing facilities. Access and connectivity to and from a number of key sites, such as the University, hospital and key employment locations will be made much easier with road improvements;
- Journeys to these sites will be more direct, thereby making travel more efficient, as there will be less need to travel across the City and congestion hotspots will not have an impact on travel times;
- Improved physical and mental health from increased walking and cycling activity and a reduction in social isolation; and
- Greater participation in EU networks and programme.

Implementation of the Integrated Transport Strategy (particularly public transport)

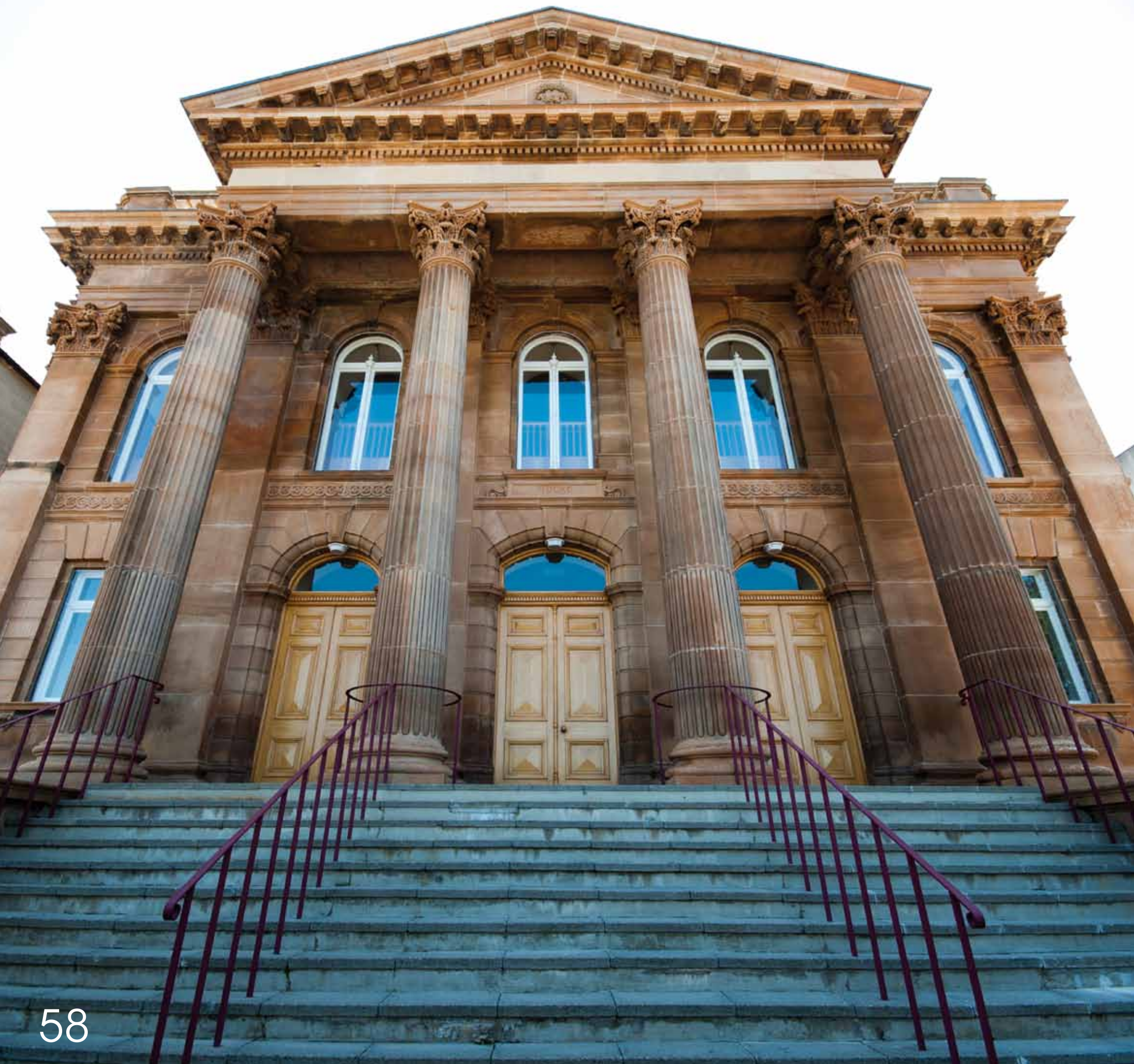
Programme Activity	Lead Body	Lead Partners	Funding Requirement		Timescale Years			State of Readiness	
			Capital (£'000s)	Recurrent (£'000s)	S	M	L		
East Bank Greenway	Derry City Council	Sustrans, DRD	2,200		1-3			√√√	
Greenway walking and cycling network development	Derry City Council	Derry Access Forum comprising DCC, DRD, DHC, DSD, Disability Action	5,000		2	–	10	√√	
Bus Priority Measures	Translink	DRD, Roads Service, DCC	1,000		1-5			√√	
New bus station and interchange			26,400			5	–	10	√
Rail	Translink	DRD	–		1-5			√√	
			8,000			5	–	10	√
Parking – Includes Park and Ride	Roads Service	DRD	5,300		1-5			√√	
Traffic Engineering	Roads Service	DRD	2,000		1-5				
Highway Links – Includes Outer Orbital	DRD	Roads Service, Planning Service	6,000		1-5			√√	
			188,000			5	–	10	√
Environmental – traffic calming	DRD	Roads Service, Planning Service	1,900		1-5			√√	
			35,000			5	–	10	√
Regional Highway – Includes A5 and A6	DRD	Roads Service, Planning Service	25,000		1-5			√√	
			1,110,000			5	–	10	√
Regional Bus	Translink	DRD, Roads Service	200		1-5			√√	
Regional Rail – Includes station relocation	Translink	DRD	–						
			7,000			5	–	10	√
City of Derry Airport Infrastructure	Derry City Council		2,000		2-3			√√√	
Cross Border	DRD	Roads Service	300		1-5			√√	
			–						
Totals			1,425,300						

Lead Body - Responsible for leading delivery of Catalyst Programme & accountability for performance

Lead Partners - Responsible for delivery of specific actions/projects

State of Readiness - Feasibility Stage (√) Development Stage (√√) Implementation Stage (√√√)





The Plan

5. Step Change – Economy and Jobs

We have identified the five Transformational Themes and 11 Catalyst Programmes that we believe will be place shaping and life changing in Derry~Londonderry but we recognise there is no point in creating a Plan that cannot be delivered successfully. In the current economic climate the challenge we face is significant.

We are determined to deliver a world class model of regeneration which will act as a framework to deliver our social, economic and individual aspirations and tap into the strong sense of community, wide range of talent and the passion our people have in abundance. We are focused on dealing with inequality and lack of life chances for many by concentrating our efforts on developing and building on what we have been given in terms of our natural and built environment, our skills, talents and determination to succeed.

We want to ensure that the Plan has a direct positive impact on our citizens and in particular our children and young people because they are the future of our City and in this sense the One Plan is for them. We also want to ensure that the changing story of the City is told effectively and shapes the City's local and international appeal as a place to live, invest, work, visit and study.

As the research has shown, many of the problems we face can be traced back to lack of employment and low incomes and tackling these root causes is fundamental to success. We want to change the way we do things in the City so that our efforts are more effective - this is just as important to us as what we do and we want this to be a unique feature of this One Plan for Derry~Londonderry.

In short, this One Plan is about identifying and delivering positive step changes that lead to transformation. What makes this unique for Derry~Londonderry is that we will seek to ensure this is both equitable and sustainable in impact by working together through our vision and mission with one voice to:

- Grow the local economy to provide more jobs;
- Ensure that everyone realises their potential and has the necessary skills and training to take up these jobs - particularly for those experiencing inequality and unemployment; and
- Promote equality and sustainability in ways that impact positively on people through improvements in their well being and daily lives.

Economy and Jobs – the principal 'Step Change' at the heart of transformation

To ensure that our City economically, physically, socially and culturally is able to deliver long lasting renewal, revitalisation and transformation, we have focused on the vital role the economy will play at the heart of any lasting transformation. In order to deliver our aims, reduce inequalities and achieve an inclusive sustainable City it is essential to have a strong functioning economy. The Citi-Scope analysis sets out a key 'challenge target' of at least 12,900 net additional jobs above the baseline projection in 2020. Achieving this level of job creation would transform the City lifting it onto a higher growth trajectory and moving it away from the foot of the league table of urban locations in the UK.

The Impact of One Plan

By 2020 we are beginning to see the impacts of the Plan on our City, with the building blocks in place for the transformation of the City Region;

Economy

- £500m of additional Gross Value Added (additional wages and profits) to the Derry~Londonderry economy by 2020 rising to £800m in 2030;
- Improvements to the Derry~Londonderry fiscal balance of £185m by 2020 relative to the baseline.

Jobs

- Significant increase in the number of people able to work;
- 12,900 net additional jobs by 2020 and 16,200 jobs by 2030.

Impact of Catalyst Programmes on the Most Deprived Areas

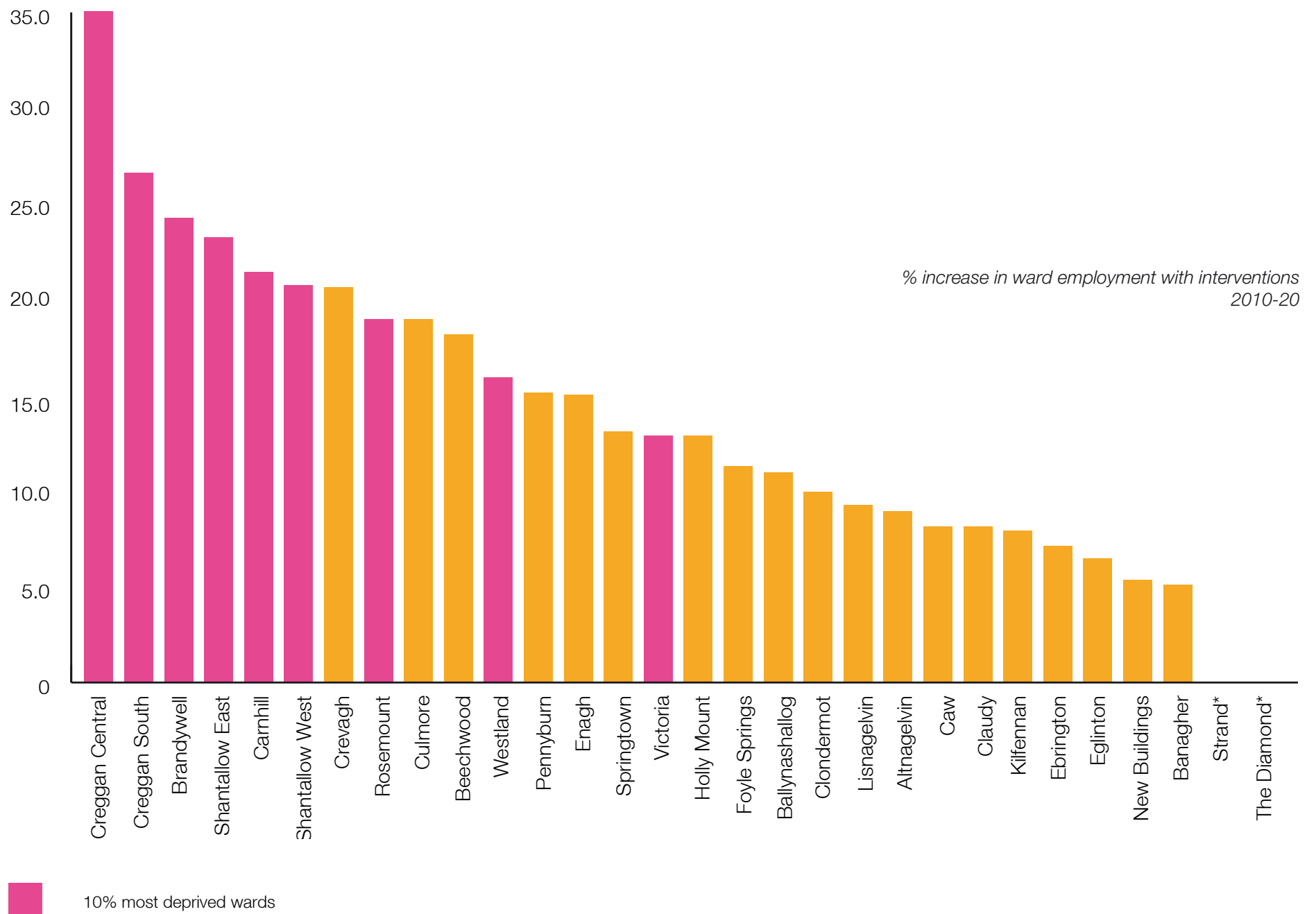
In order to target the most deprived the percentage increase in jobs was calculated for each of the wards within the DCC area. The 10% most deprived wards are identified as pink in graph 1 below.

The graph illustrates the significant increase in employment numbers amongst the most deprived wards with the Catalyst Programmes in place and the other interventions are applied. The ward with the highest increase is the Creggan Central followed by Creggan South and Brandywell. The Strand and Diamond wards are affected negatively due to the

significant increase in student numbers in these wards as the third level expansion takes place.

In thinking about the potential for 12,900 jobs it is important to consider in what sectors they may be, drawing upon the inherent strengths of Derry~Londonderry as a location both now and

Graph 1: Impact of Interventions on the Most Deprived Areas



* It is predicted that the increase in student numbers as a result of the expansion of Further and Higher Education results in an increased level of economic inactivity with the Strand and Diamond wards.



in the future. This helps ensure the Plan can be delivered, and that it is not simply a plan that could have been transposed anywhere. It also ensures the City is transforming around its unique core assets and strengths, within the context of current and likely future economic conditions.

Taking the baseline information, the consultation results, and a comparison of other urban locations in the UK, alongside the Oxford Economics view of likely future trends in the macro economy, a 'potential' split of the 12,900 jobs across sectors has been devised in table 2 below.

Table 2: Job targets by standard industrial classification

SIC	Current Employment (2010)	Potential additional employment
Construction	2,440	800
Manufacturing	4,020	1,000
Hotels & restaurants	2,680	700
Retail & distribution	8,450	1,100
Transport & communications	1,520	800
Financial Services	650	700
Business services (including professional services such as law, consultancy and advertising, computing services, R&D, security, call centres, cleaning and property services)	5,930	3,700
Education	5,540	700
Public administration & defence	3,800	500
Health & social work	8,860	800
Arts, media, leisure and personal services	2,220	2,100
Other (not elsewhere classified)	1,160	0
Total	47,270	12,900

Note: Other (not elsewhere here classified) includes agriculture, mining, utilities, forces and training schemes.

This is only one potential sectoral 'split'

as envisaged at this point in time, and a key component of a dynamic city is to react to changes in economic conditions and to grasp any opportunities that present themselves. This will involve embracing new and emerging sectors that are hard to envisage today, or it may require specialising further in a sector when a critical mass has been achieved and the demand begins to accelerate. Though setting out on a specialist strategy is possible, it does limit potential and thus is not proposed in this scenario.

The sectors in table 2 are set out in the official sectoral classifications to allow for future monitoring and comparison with official published data. However, in order to align the job targets more

closely with the mission and guiding principles of our Plan, we have produced an alternative analysis that sets the targets out under headings that are closer to our themes. This is illustrated in the diagram below (Figure 7).

In the table overleaf we have explained why each of these sectors represents a potential growth area and what obstacles may need to be addressed to stimulate the growth.

Figure 7: Business Sectors - The 12,900 New Jobs Target 2010-2020

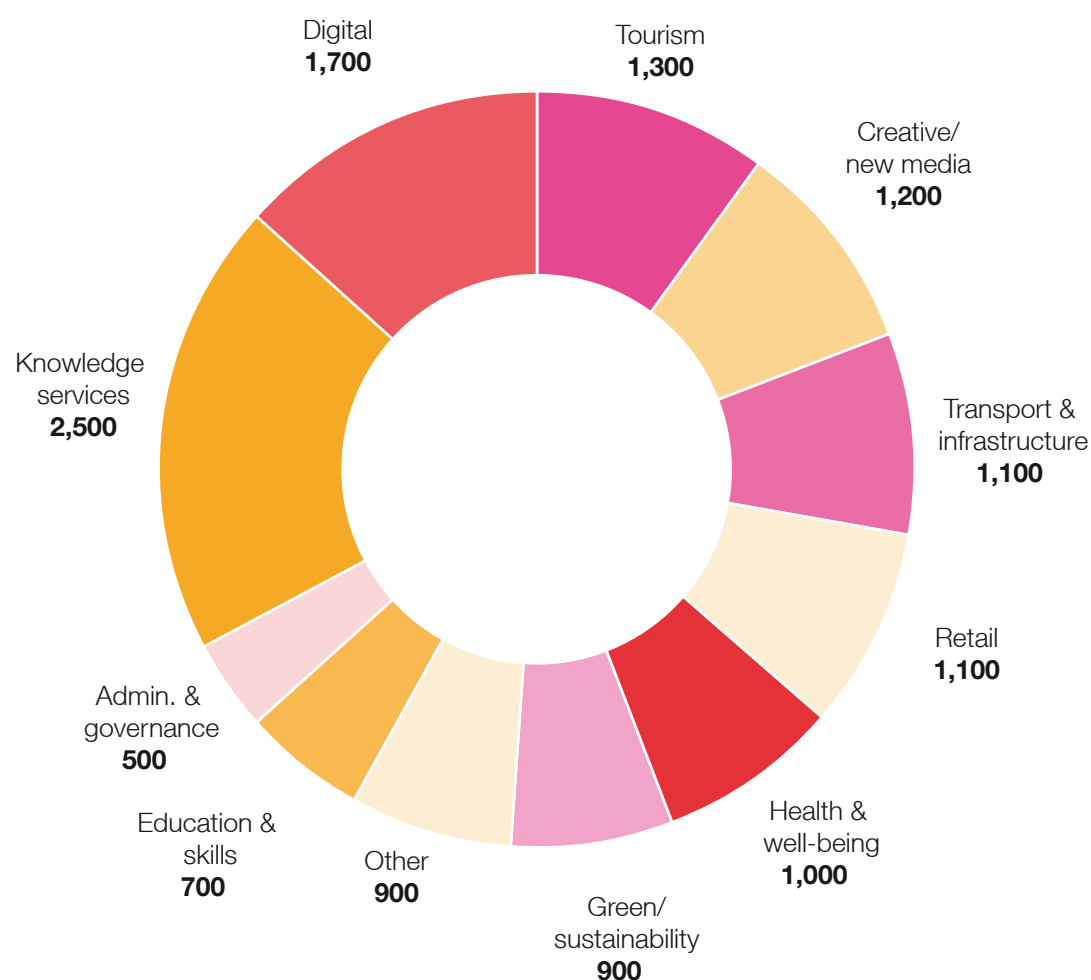


Table 3: Demand side analysis and assessment of risks/catalysts in potential growth sectors

Sector	Jobs	Demand rationale	Risks / catalysts
Green / sustainable	900	Environmental retro-fitting the housing and commercial stock Consultants and advisory skills to support the energy change agenda Jobs in the technology and manufacture of environmental equipment and energy production	Taxation policy likely to be required to stimulate the market Possible use of local rates system to augment national taxes
Digital	1,700	Jobs related to Kelvin – process centres, data storage, computer related R&D, programming linked to US market Existing track record of support services / call centres suggest ability to support digital sector at cost effective rate	Significant competition Limited jobs in certain functions Limited precedent and suitable property may deter private sector
Creative and new media	1,200	A key strength of the D~L economy Potential catalyst from City of Culture Suitable skills base in place and potential to employ lower formal skilled workforce who cannot get jobs in a number of other sectors	Demand likely to require more tourists and greater wealth in wider region
Education and skills	700	University and training jobs Rationalisation of provision to population centres Young population in the area	Public funding under pressure
Transport and Infrastructure	1,100	Largely demand driven from a bigger city – transport demand and skills related to infrastructure maintenance and management	Public funding under pressure
Retail	1,100	Driven by demand from a larger and richer economy	Exchange rate and inflation movements reducing or reversing cross border flows Market may be more reluctant to develop retail when the retail boom unwinds
Knowledge services	2,500	The prime source of jobs in most urban locations with a university World demand will remain strong for consulting, legal, advertising, marketing, support services, etc. Other urban locations (including Belfast) are likely to get more expensive Key sites provide ideal purpose built locations	Skills shortages a risk Accessibility - global firms need to get senior staff into D~L (though technology reducing this risk) Lack of precedent deterring private sector No prospective build from private sector at present
Tourism	1,300	Currently under-represented across NI Demand from business as well as recreational visitors Proximity to other growing tourist locations, Donegal and Fermanagh Potential catalyst from City of Culture Suitable skills base in place and potential to employ lower formal skilled workforce who cannot get jobs in a number of other sectors	Supply of a range of hotel / accommodation choices Accessibility into D~L
Health and Well Being	1,000	Aging population across UK will drive demand – parts of D~L could be desirable retirement locations Increasing demand for private healthcare and childcare as the economy grows and becomes richer Rationalisation of services into population centres	Public funding under pressure
Admin and Governance	500	Potential for movement of central departments as a catalyst to kick start office led professional services demand Key new sites provide capacity	Currently decentralisation policy is on hold Public funding under pressure - rationalisation of existing public administration likely

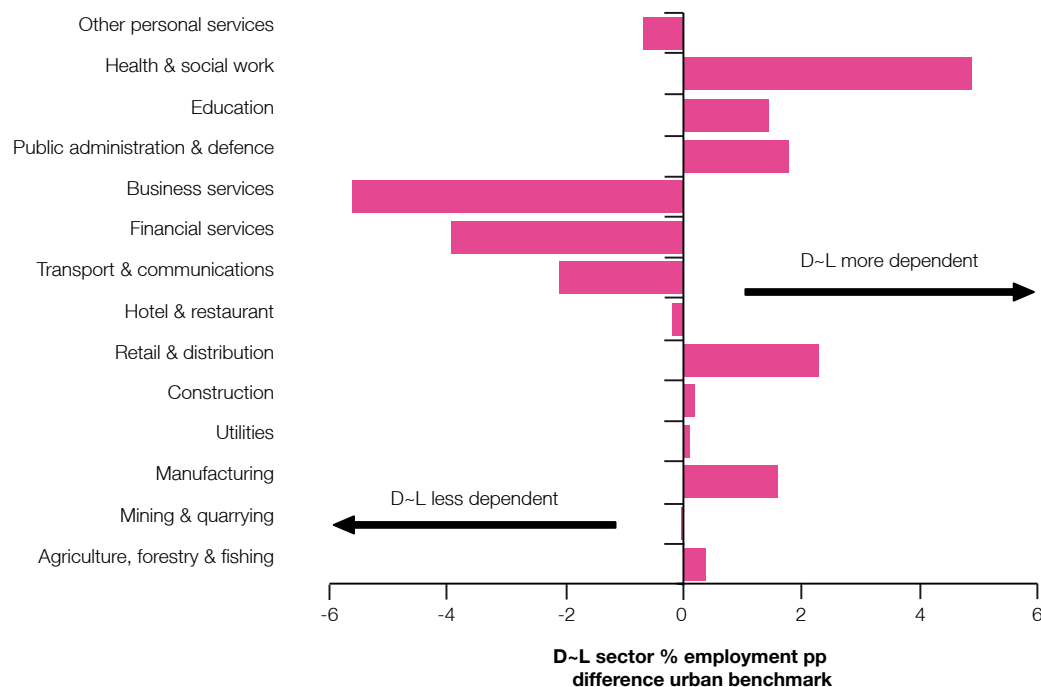


The figures opposite indicate the change in sectoral composition of the City compared to a benchmark of the urban cites ranked 20-50 in the UK rank table. The result is a city much closer to a strongly performing 'norm' than is currently the case. The dependence on public sector is reduced, professional services increase as a share of employment and retail's concentration is also reduced. This suggests the City would be structurally similar to the UK's stronger urban economies and labour markets.

An economically credible vision

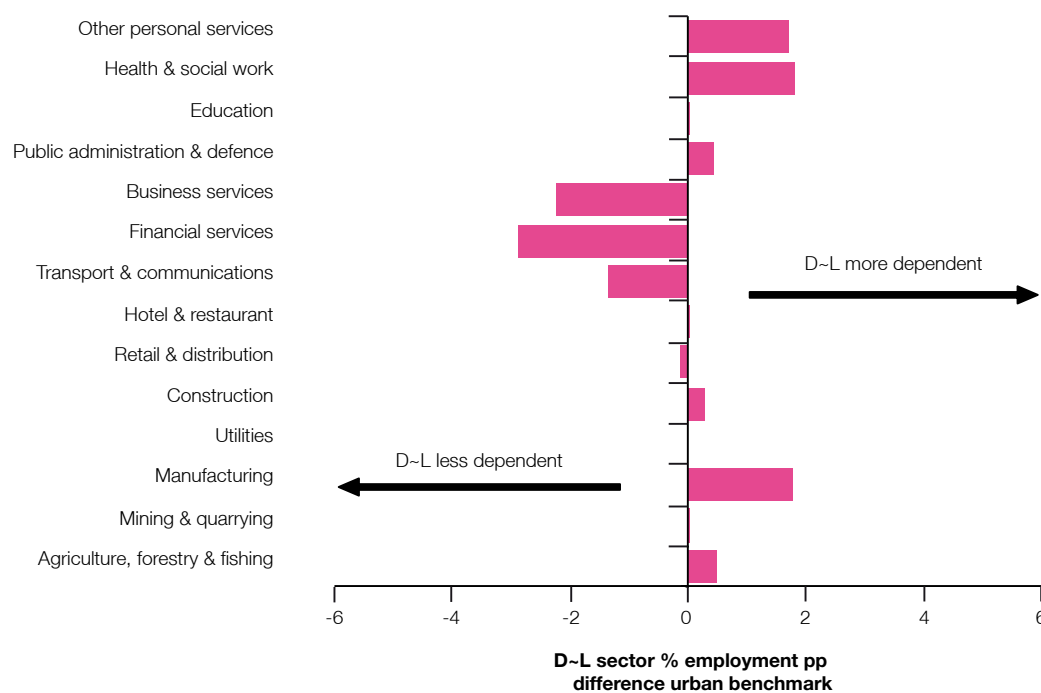
This One Plan must be economically credible to have any chance of success. It is not sufficient to improve the ability of people to get jobs (through skills or transport interventions for example). There must be 'demand' for the jobs - in other words a customer for the product. This might be local businesses and people, national or international customers or tourists. The integration of initiatives to bring more people to the city, to create an attractive environment for inward investors and to potentially raise extra revenue for investment via rates income are all factors that stimulate demand that can support jobs. It is also essential that the One Plan is seen as a collective whole and not a set of disparate ideas or projects. The need for inward investors to access a greater number of graduates from an expanded university is one example of this interconnectedness. Equally the importance of improved transportation and skills programmes for young people is essential to increase employment rates across all communities in turn working to address the many health inequalities. **The integration of the 11 Catalyst Programmes identified in this One Plan is critical in order to deliver transformation in an interdependent and holistic way.**

Figure 8: Derry~Londonderry economic structure versus aspirational urban economic structure (2008 and scenario 2020)



2008

Source: DETI, ABI, LFS, Citi-Scope Model (Oxford Economics)



2020

Source: DETI, ABI, LFS, Citi-Scope Model (Oxford Economics)



Section 3

Delivering Success

6. How we will Deliver
7. How we will Finance
8. How we will Measure our Progress and Impact

Delivering Success

6. How we will Deliver

To deliver successfully this One Plan will require a multi-disciplinary approach involving many organisations and individuals with a wide range of expertise, experience and capacities. Collaboration between seemingly separate entities across a system for local development is key as is the continuing principle of interdependency and connectedness.

This regeneration structure encompasses, through a Local Development System, “the network of public business and non-government sector parties which work collaboratively to create better conditions for economic growth, social cohesion and employment generation” (OECD, 2010). As far as practicable, we will seek to ensure existing bodies and organisations are enabled to take forward the One Plan, building up their capacity to collaborate and deliver and where necessary create new or enhanced structures or bodies.

This system-based approach allows for:

- the delegation of development activities across a number of bodies according to their role, capacities and expertise.
- the injection of new insight and perspective into the local development process.
- organisations to specialise and deliver thematic local targets more effectively.

To achieve a seamless and co-ordinated Local Development System, there are a number of key ingredients that should be in place:

- Strategic alignment of the Plan and the organisations involved in its delivery
- Leadership
- High quality relationships between organisations
- Adequate resourcing and autonomy
- Clear mandates for each organisation to avoid overlaps and tensions as well as identify gaps in provision and captured through terms of agreement
- Monitoring and evaluation
- Feedback loop to continue the process of participation
- Transparent and open communications

The Local Development System Model depends on the full co-operation and collaboration of multiple partners working towards the shared Mission. This includes central and local

government and the private and community sectors all playing key and vital roles in supporting and delivering success.

Partnership in Action

This One Plan has been uniquely developed on the basis of a proactive and inclusive cross-sectoral partnership between the private, community/voluntary, and public sectors, all of whom have been represented on the SWGs and all of which will be involved in the ongoing delivery and implementation of the Plan.

We need to continue to build on these important partnerships and our structures give powerful expression to this and recognise the contribution which are the principal sectors have to make.

Support from Central Government Departments and the Northern Ireland Executive

- The co-operation and support of Government is vital to the success of this Plan. Ilex’s two Sponsor Departments, OFMDFM and DSD, have facilitated the process and engaged all other Government Departments at official level. In particular, the engagement of Departments in the One Plan for Derry~Londonderry through membership of SWGs, providing information, responding to proposals and accelerating action has been invaluable. We will maintain and extend the dialogue to ensure the best possible alignment between the Plan, the new (2011) Programme for Government and Departmental programmes and priorities over the life of the Plan to 2020. This will enable Government Departments to achieve their objectives in an innovative and effective way in Partnership with local interests.

Ultimately, ongoing support from the NI Executive will be essential as we present this Plan. We will seek the Executive’s agreement to establishing an oversight mechanism at Executive level to monitor and address any issues which need to be resolved





at that level and ensure progress and alignment with government objectives of balancing the economy and redressing disadvantage where amelioration of issues in the North West can benefit NI as a whole.

Key roles are:

- Aligning policy and resources in the delivery of the One Plan.
- The creation of a Regeneration Delivery Fund for Derry~Londonderry led by Derry City Council and assist in the process necessary and secure the resources required.
- Facilitate alternative funding models/ approaches e.g. investment vehicles/receipts.
- Pump prime infrastructure to attract private sector development.

Support from Private, Community and Public Sector

- The **private sector** are vital to the delivery of the Plan. They play a key role by:
 - Working in partnership with all other sectors to add value to the process for delivery.
 - Investing in the key sectors of the economy and local assets identified by the Plan which will be critical to creating the jobs that are needed over the period of the Plan.
 - Providing the engine for economic growth of the North West economy by looking for new business opportunities, engaging in research & development in order to add value to products and processes, growing through exports.
 - Up-skilling and training their staff to grow their business and improve productivity.
 - Actively supporting efforts to attract new investment from outside the area to locate in the city as seeing is believing. They will have a particular role in leading on the **Business leaders and investment forum**.
 - Being innovative and open to new opportunities such as digital and cultural development and being aligned to our principles of equality and sustainability.
- The **community & voluntary** sector has engaged with great energy and enthusiasm in the development of the Plan. This has involved active participation in SWGs and other meetings particularly at community level, ensuring that all voices are heard, challenging the status quo and communicating with their own communities on the needs, inequalities and challenges facing those

communities. In moving forward the community/ voluntary sector key roles are:

- Continuing to be active partners in the delivery and implementation, monitoring and evaluation of the Plan.
- Offering and contributing to new ways of doing things that are more effective and will have the greatest impact on individuals and communities and help seek and target disadvantage.
- Encouraging ownership of the One Plan throughout the local community and acting as local champions for the emerging initiatives.

They will be involved at all levels of the delivery of the Plan with a particular lead role in the **Regeneration Forum** to ensure the voice of the communities and individuals therein are listened to and heard. A particular focus will be given to Children and Young People who will have a specific role in the Regeneration Forum. The **public sector** is a key partner at both regional and local level. Locally, all statutory agencies have played an important part in contributing to the analysis of the existing issues and informing on existing strategies and initiatives in each of the sectoral areas. Central Government departments and bodies have also engaged from a regional perspective and provided the broader perspective for the development of priorities and interventions and how they relate to the Programme for Government and other regional strategies. The public sector will play a key role in:

- Providing supportive planning frameworks for both physical and strategic planning, to allow the strategy to be delivered effectively and ensuring alignment in their delivery plans and resources to the One Plan for Derry~Londonderry.
- Helping identify how the investment to deliver the Plan can evolve post Budget 2010 and look at alternative funding streams and reorganising existing streams for maximum impact – better services at less cost.
- Being an active partner in the delivery of the One Plan especially in the development and delivery of new approaches such as asset backed vehicles.
- The alignment of priorities with our other partners in Donegal, Strabane and Limavady, will create the critical mass regionally to deliver the full potential of the Plan.





Leadership, Partnership and Ownership

At the heart of delivering successfully the One Plan for Derry~Londonderry and the realization of our ambitions is the creation of strategic partnerships, a guiding coalition and on-going and extensive stakeholder engagement. We need to build on these solid foundations. By working with OECD we have formulated the eco system (Figure 9) necessary for a Local Development System for Derry~Londonderry. We have captured the process from strategic and operational oversight, engagement, to delivery, targeting and monitoring and reporting. We will further develop in Derry~Londonderry a **Regeneration Partnership** comprising:

1. A Strategic Partnership organisation under the overall guidance of the **Derry~Londonderry Strategy Board** (Figure 10), informed by a Business Leaders Investment Group and a Regeneration Forum to ensure we:
 1. Target disadvantage;
 2. Successfully deliver the programme;
 3. Achieve the outcomes desired; and

2. Under the Strategy Board we have a **Regeneration Programme Unit**, which includes the Chief Executive of DCC, Ilex, NWDO and senior executives from other organisations who have the resources, expertise and influence to make things happen. The Programme Unit is responsible for planning, co-ordination and delivery across the Catalysts Programmes as a whole, and for ensuring proper resourcing and accountability in each element of the programmes and will report back to the Derry~Londonderry Strategy Board.
3. Each of the five Transformational Themes have a co-ordinating and monitoring committee, including representatives of the principal organizations involved in that theme. Where outside expertise is needed, we will co-opt independent specialist advisers to ensure the holistic, integrated and interdependence of the

themes and Catalyst Programmes, mutually supportive of each other.

4. The Catalyst Programmes will be developed and led by agreed partners operating at local and regional level. In the 11 Catalyst Programmes we have identified the lead partner who will negotiate with those best placed to deliver. An indicative list of potential delivery partners is highlighted in Figure 11.

Business Leaders Group

This will be representative of business locally acting as corporate champions for:

- Attracting investment
- Growing jobs in the economy
- Identifying skills needs
- Promoting innovation and R&D
- Promotion of Derry~Londonderry to external business markets
- Identification and engagement of appropriate financial models for regeneration
- Developing the value proposition of Derry~Londonderry and the North West



Regeneration Forum

The inclusive process of engagement from which this Plan emerged provides the bedrock upon which to implement the programmes and actions. The function of the Regeneration Forum is:

- On-going engagement
- Continuing to embed the principle of stakeholder engagement
- Providing strategic guidance and participation in the Derry~Londonderry Strategy Board
- Ensuring principles of equality and sustainability are embedded
- Communicating in an open and transparent way
- Engaging children and young people
- Monitoring progress
- Embedding a feedback loop to monitor success and impact

Figure 9

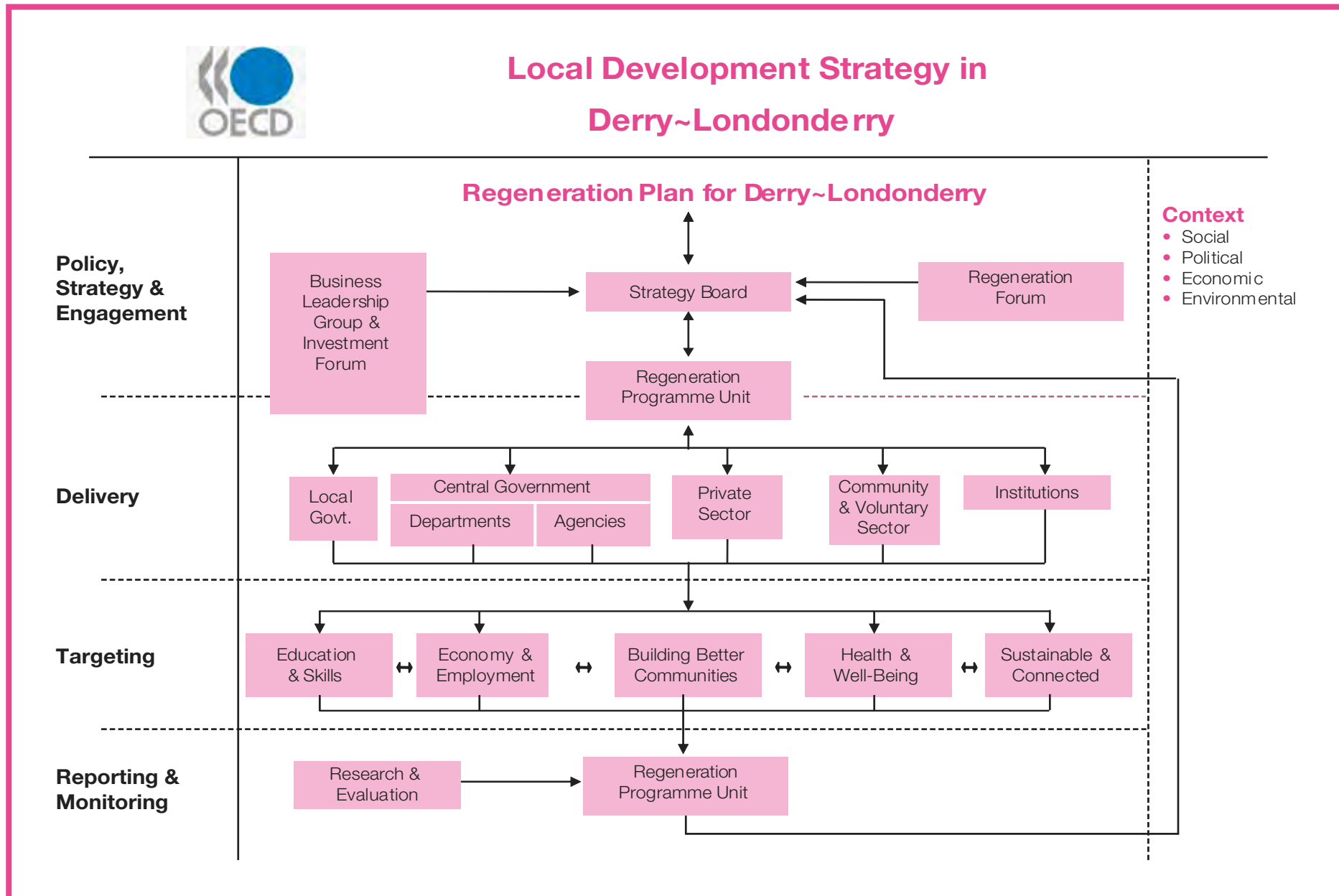


Figure 10

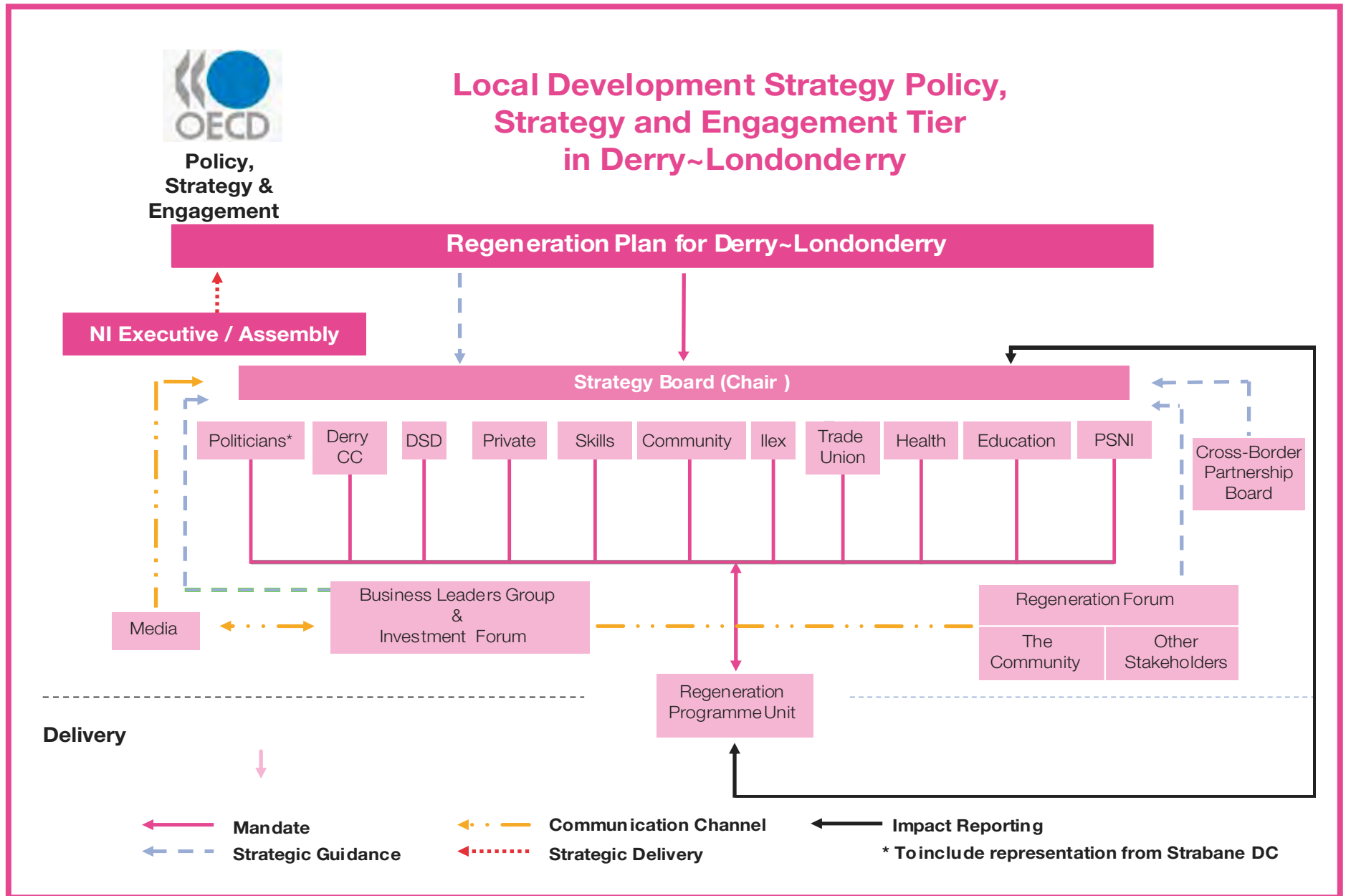
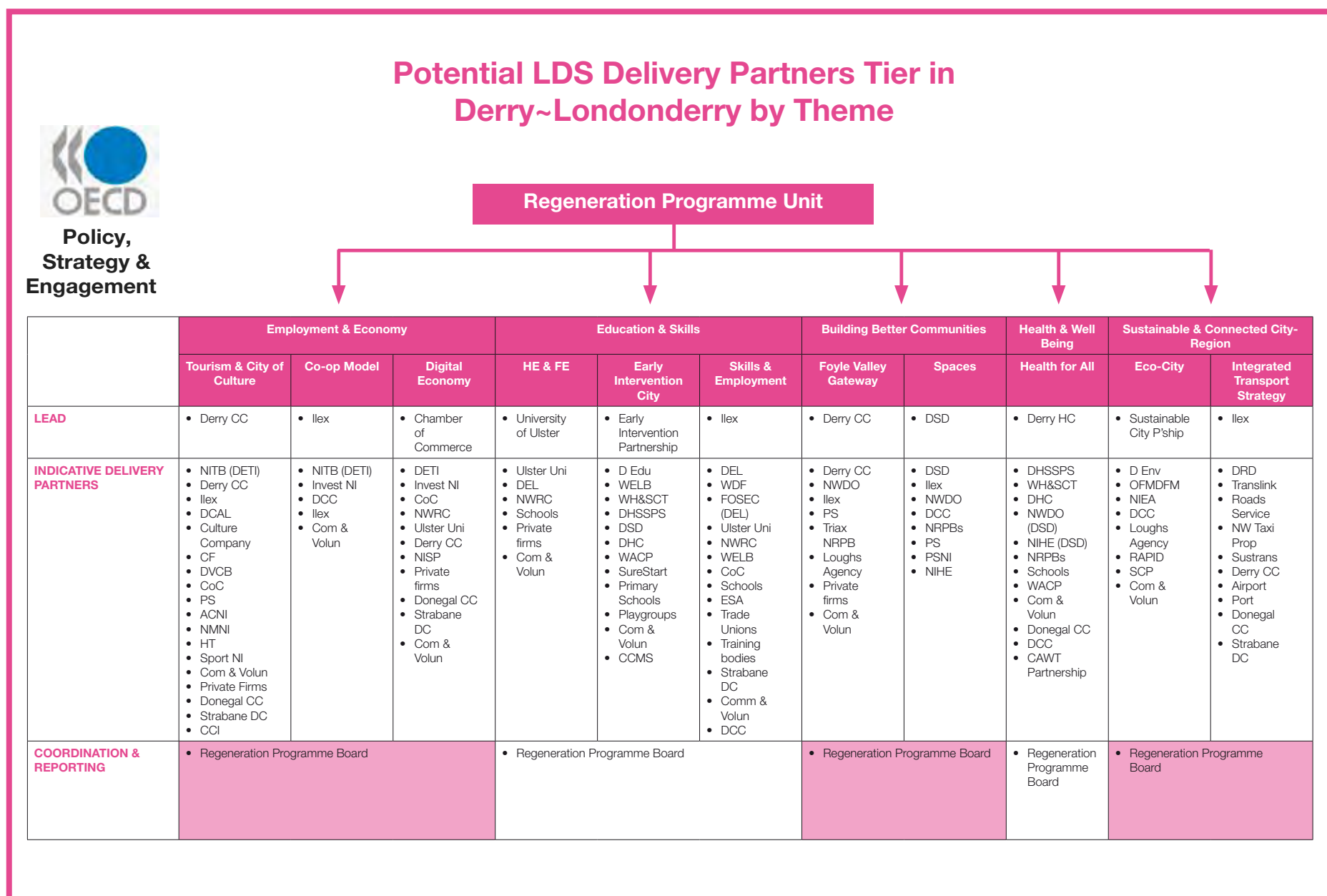


Figure 11



Programme Management

The Regeneration Programme Unit will be responsible for ensuring the effective delivery of the 11 Catalyst Programmes working across all five Transformational Themes. In order to manage this, the embedding of best practice programme management will be essential to achieve the success we want to see.

We will utilise the Office of Government Commerce best practice methodologies of Managing Successful Programmes (MSP), Management of Risk (MoR), Projects Running in a Controlled Environment (PRINCEII) and Achieving Excellence in Construction, for day to day management and review of the delivery of the Regeneration Plan and its strategic outcomes. Programme Management is a vital component in the delivery of change; whether the change is to infrastructure, or the transformation of a community or society, or change within organisations. The Regeneration Programme Unit reporting to the Derry~Londonderry Strategy Board will:

1. Manage the overall Regeneration Plan delivery programme;
2. Define a clear approach and structures for control;
3. Extend communications to all stakeholders;
4. Ensure delivery of the required benefits and strategic outcomes;
5. Create a framework to manage scarce and critical financial, human and other resources;
6. Establish a framework to assess and manage risk; and finally
7. Provide inspiration, direction and commitment to achieve the vision of the Plan.

In order to embed the programme management principles into the delivery of the Regeneration Plan the following stages will be involved:

Stage 1 - Planning

We will develop and agree the standards for reporting formats and a database of guidance for all aspects of the 11 Catalyst Programmes and 5 Transformational Themes (strategic vision and outcomes, risk and issue management, financial, timetable for reporting, etc).

Stage 2 - Communication

We will ensure continuous communication and feedback across all 11 Catalyst Programmes, reporting to the Derry~Londonderry Strategy Board with a particular focus of the opportunity afforded by our digital edge to ensure up to date and continuous information flow.

We will communicate the progress and impact of this Plan using the most advanced communications technology and building on our competitive advantage as the first City on the island of Ireland and one of the first in the UK to be 100% superfast broadband, with our schools through the virtual learning environment and with our citizens through improved access and opportunities to embrace and exploit technology.

We are committed to the principles of timeliness, quality, openness and transparency, building on the extensive process of stakeholder engagement to date which has resulted in this One Plan for Derry~Londonderry. This will ensure our citizens will be active partners in the successful delivery of the Plan and with one voice they will have their say

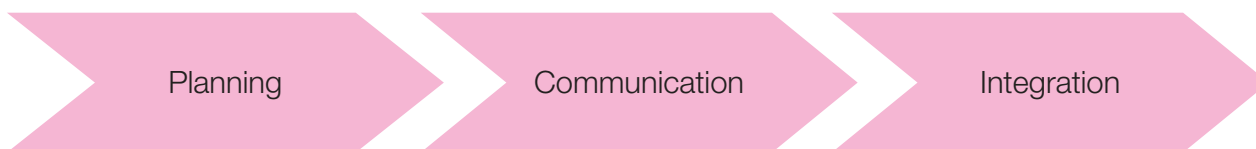
Stage 3 - Integration

We will collect the base information on programmes and projects and establish a “baseline” from which to measure progress, risks and issues, financial information and key milestones. The end result will be a Regeneration Programme Management database of all of the Catalyst Programmes and their constituent parts. Building from the extensive database already developed during the Plan process.

Stage 4 - Monitor, Report and Review

We will continuously and throughout the Regeneration Plan Programme receive and collate regular updates from the Catalyst Programmes and associated projects. New programmes and projects would be added / removed as required and there would be regular reviews of progress against the “baseline” database. It would also involve regular health checks on specific Catalyst Programmes and their projects and in particular ensure that the guiding principles of equality and sustainability are adhered to and the Mission in terms of economic growth and targeting disadvantage remain to the fore.

The process will ensure accurate and timely information and reporting through the Local Development System.



Delivering Success

7. How we will Finance

Investment

This One Plan sets out a clear framework for economic, physical and social renewal in Derry~Londonderry. The multifaceted nature of the Plan demands an innovative framework approach to meet the finance challenges and opportunities, both capital and recurrent over short, medium and long term timeframes. Importantly the investment to support regeneration must be considered as a snap shot of a point in time – currently the commencement of the renewal of the City.

The cost figures presented in the Plan are the best estimates available to us at this stage. These costs estimates will evolve and change as the Catalyst Programmes develop further. Similarly, our understanding of how the investments can be financed will develop and evolve. We have

identified a range of (largely public sector) sources from which initial funding is, or is likely to be, available. These are identified in the table below as Capital Budget (total £105million) and Revenue Budget (£30million) which will enable us to make a substantial start on the regeneration programme.

Beyond that, we need to extend and broaden our sources of funding from public and private sector sources as the Plan delivers results and confidence grows.

A more detailed report on financing projects within the Plan is available at www.ilex-urc.com. The investment framework necessary to support this Plan will be refined, evolved and updated as programmes are further developed and defined over the lifetime of the Plan to 2020.

Funding Requirement

The delivery of the 11 Catalyst Programmes requires a major investment in Derry~Londonderry. The table below summarises the total investment needed out to 2020 as currently estimated – Capital Costs (£506million) and Revenue Costs (£288million). Of this total we have already identified funding which is, or is likely to be, available initially – Capital Budget (£105million) and Revenue Budget (£30million). This leaves further funding to be obtained out to 2020 – Requirement – Capital (£402million) and Requirement – Revenue (£258million). Securing this further funding progressively over the next nine years will be a priority task for all parts of the Regeneration Partnership. Approaches to this task are described in the rest of this section.

Table 4: Funding Requirement

Catalyst Programme	Growing the Digital Economy	Tourism & Culture	Co-op & Social Hub	Skills Escalation & Employment	Higher Education Expansion	Early Intervention City	Foyle Valley Gateway	Quality Spaces & Places	Health For All	Eco City	Transport	Total
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	
Capital Cost	(76,880)	(86,300)	-	-	(200,000)	-	-	(24,000)	(22,800)	(90)	(96,300)	(506,370)
Recurrent Cost	(4,995)	(20,921)	(50)	(4,340)	(250,150)	(25)	(770)	(300)	(1,635)	(5,000)	-	(288,186)
Capital Budget	25,880	60,300	-	-	-	-	-	14,000	-	90	4,200	104,470
Recurrent Budget	2,975	17,826	50	3,600	150	-	570	250	-	5,000	-	30,421
Requirement - Capital	(51,000)	(26,000)	-	-	(200,000)	-	-	(10,000)	(22,800)	-	(92,100)	(401,900)
Requirement - Recurrent	(2,020)	(3,095)	-	(740)	(250,000)	(25)	(200)	(50)	(1,635)	-	-	(257,765)

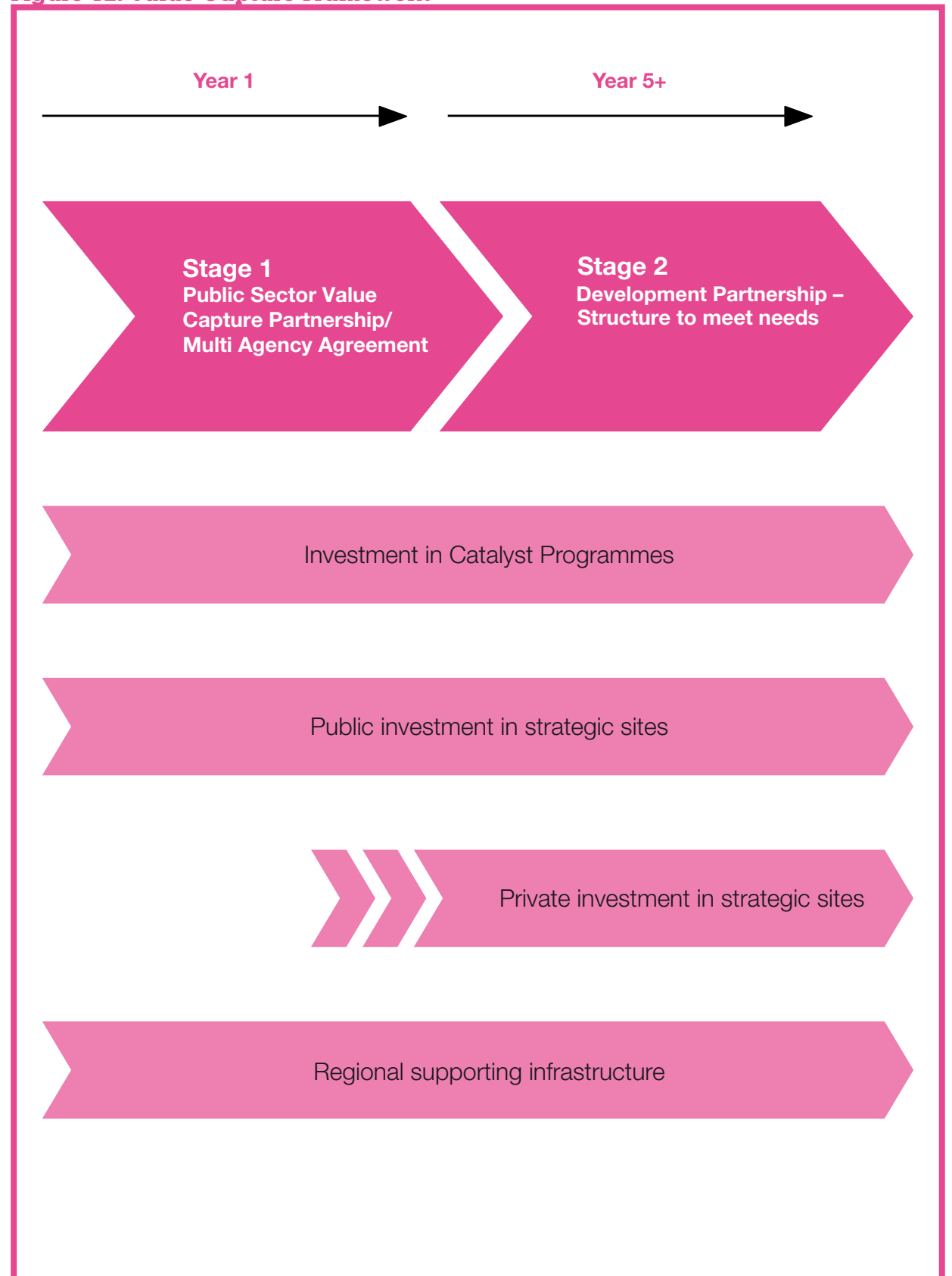
Regional Supporting Infrastructure

In addition to the Catalyst Programmes are Regional Supporting Infrastructure projects designed to support the economic and social development of Derry~Londonderry, and enhance connectivity as part of the North West region, Northern Ireland and Ireland. These projects include the A5 and A6, Outer Orbital road schemes and Altnagelvin hospital development. The projected budget for the development of this regional supporting infrastructure is presently estimated to be **£1.3bn**.

Value Capture Framework

Two stages are proposed within a Value Capture Framework for investing in the delivery of the Catalyst Programmes and strategic development opportunities, including the former military sites of Ebrington and Fort George. This proposed two stage Value Capture Framework for Derry~Londonderry is set out in the diagram opposite.

Figure 12: Value Capture Framework



Stage 1 – Public Sector Value Capture Partnership

The development of a formal value capture partnership or multi-agency agreement between the key stakeholders in the City will allow for a joined up approach to delivery and investment during this budgetary period and the economic downturn. Stage 1 requires a focus on creating value and offers a window to stimulate demand. This will primarily be facilitated through a joined up approach to:

- delivering the Catalyst Programmes;
- focusing on delivering existing funding and maximising value of existing assets;
- creating the right conditions in the City to support future investment in physical renewal through infrastructure investment and pump priming of strategic sites; and
- opportunistic development where appropriate projects can be delivered – ‘quick wins’ to foster confidence in delivery in both local community and private sector investors.

Stage 2 – Development Partnership

The establishment of a flexible value capture partnership which is capable to adapting to the changing economic climate over the life of this One Plan is essential. This will allow for the most appropriate delivery mechanisms or vehicles between the public and private sectors to subsequently be utilised to undertake development at Stage 2, complementing the progress and investment made under the Catalyst Programmes at Stage 1.

Funding the Requirement

The delivery framework and approach to the deployment of key funding sources during the two stages of the Value Capture Framework is depicted in figure 13.

We recognise the need to do things differently. The current context for an investment portfolio to support the regeneration of the City has never been more challenging. The key is, therefore, how to create the conditions to implement the One Plan as and when the economic conditions improve and what immediate steps need to be taken to begin to deliver the proposition.

Budget 2011-15

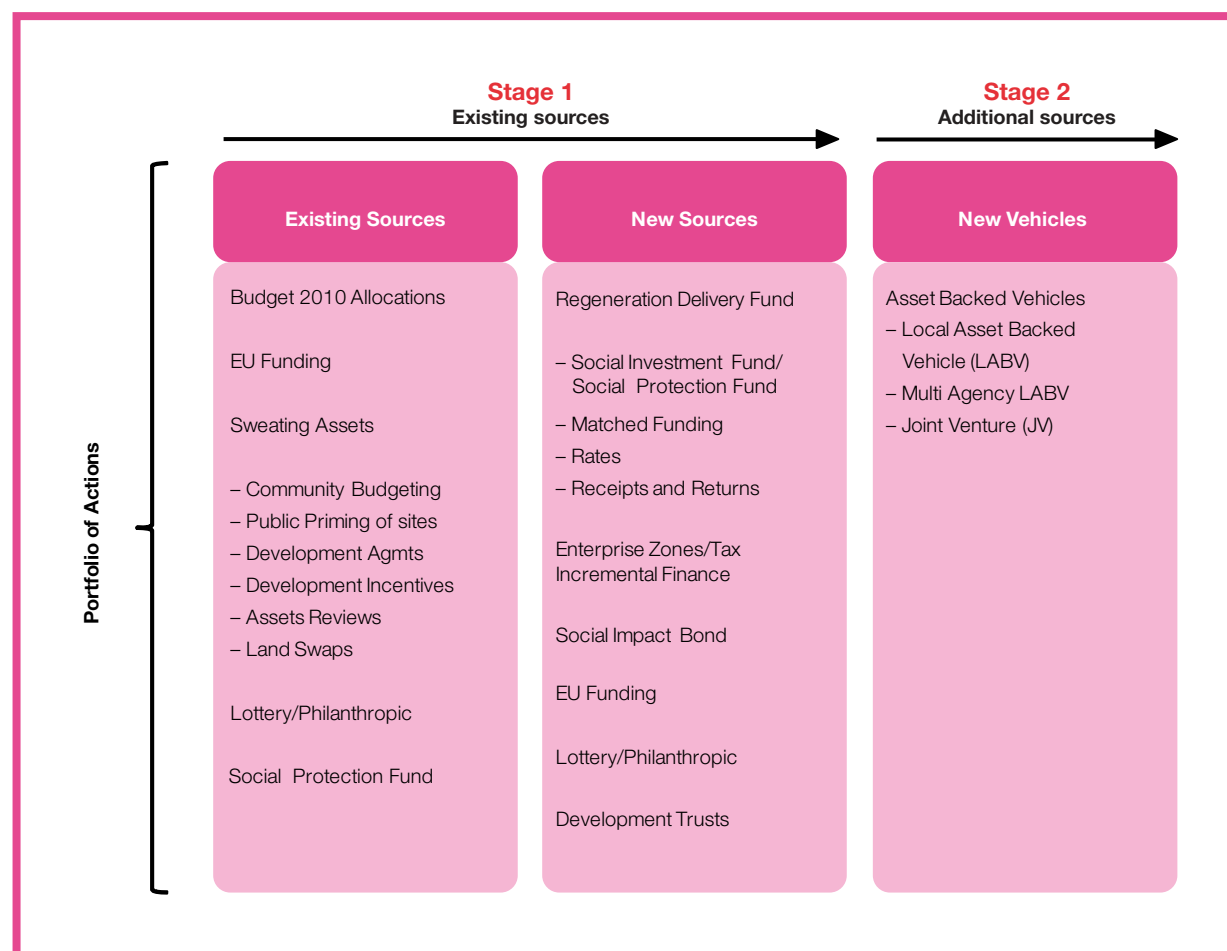
Significant funding has already been allocated to Derry~Londonderry to deliver key projects within the Regeneration Plan. Conventional funding from government including Budget 2011-15 brings £40m capital investment to the City for the redevelopment of Ebrington and City of Culture alone, and £500m from DRD as part of the development of the regional transport infrastructure for example. In addition to the funding allocated to the City within the Budget, three specific funds have been identified by the Executive to invest in tackling disadvantage and inefficiency in Northern Ireland: the Social Investment Fund, the Social Protection Fund and the Invest to Save fund. We will seek to fully exploit the opportunities presented by each of these funding pools to attract financing for the Catalyst Programmes which are aligned with the goals of addressing disadvantage and need, working with key partners such as Derry City Council and Ilex who are currently aligning their corporate plans with

this One Plan. The alignment of central government policy and resources in the delivery of the One Plan will be key and we welcome the Department of Social Development’s North West Development Office and local Department of the Environment Planning Service commitment to align their business to the Plan.

EU Funding

The optimising of European funding will be a vital resource. The Barossa Taskforce work to align European funding will be an important aspect of the investment portfolio. There is a significant level of further EU funding potentially available to support the delivery of the Regeneration Plan. Each of the Catalyst Programmes has been mapped to the most appropriate EU Programme for progression and where appropriate funding applications, including for example, CIVITAS, INTERREG, ERDF and FP7, will be made.

Figure 13: Funding Sources





Maximising Existing Assets/Development Incentives

From the outset of the Plan we have been committed to the principles of making better use of existing resources. The principles of Community Budgeting and Total Place require collaboration to take a holistic view of total spending on outcomes to improve service delivery and efficiency, avoid duplication of delivery and support each other through working together across different programmes which address similar objectives. The further gathering of the information required to develop a clear picture of existing public sector assets and spend on programmes in the region can form the basis of a much more efficient use of existing assets and funding, with savings identified from alternative approaches or elimination of duplication retained for reallocation within the Catalyst Programmes. This will require continuing proactive partnership with Government to optimise existing budgets.

A Regeneration Delivery Fund for Derry~Londonderry

Given the current public and private funding market, with Derry City Council we will establish a Regeneration Delivery Fund, which raises money and then invests in projects which meet pre-

determined criteria. A Regeneration Delivery Fund could:

- finance and support social and economic programmes within the Regeneration Plan;
- act as a catalyst leveraging or complementing resources from the public, private and voluntary sectors;
- provide funding for initial development in the City on terms which enhance development economics; 'pump priming' development opportunities and acting as a demand stimulus;
- support new projects aligned to the objectives of the Catalyst Programmes; and
- support projects and emerging social enterprises which cannot immediately display the ability to provide a commercial return and attract normal commercial financing, but which display the potential for significant economic benefits.

There are a number of key sources of finance available for the seeding of a Regeneration Delivery Fund including:

- Rates Contributions;
- Prudential Borrowing;
- EU Funding;
- Land Receipts and Development Returns; and
- Budget 2011-15.

The wider renewal and regeneration of the City could be underpinned by the future development of a number of strategic sites currently in the ownership of Derry City Council and Government departments including the former military sites of Ebrington, Fort George and Clooney Lands, which can allow for value to be capitalised and returned to the City to allow for reinvestment in the social and economic programmes within this Plan.

The 2010 UK Budget and the recently published HM Treasury consultation paper on "Rebalancing the Northern Ireland Economy 2011" proposed the establishment of Enterprise Zones. The consultation paper notes that provision has been made by HM Treasury to enable the NI Executive to introduce a policy on Enterprise Zones. We will engage fully with the Executive and explore the potential to implement such a Zone in the City and region, for example, in particular the Fort George site.

Alternative Delivery Vehicles

The timeframe for Stage 1 is urgent yet fluid, depending on the pace of economic recovery and the success in efficiently delivering value capture activities particularly with the public sector in a pump priming role to stimulate private sector growth. Creating value and stimulating demand will





allow for Derry~Londonderry to be well placed to fully implement the physical elements of the Plan as the development and financing market recovers over the long term.

Alongside the continued delivery of the socio-economic programmes in the Regeneration Plan, Stage 2 will allow for the delivery of major physical renewal of the City through the procurement of an appropriate **private sector delivery partner(s)** which will facilitate the achievement of wider social and economic regeneration also. It will be important to procure a partner(s) to undertake development within a structure which suits the specific investment opportunities. The Value Capture Framework does not dictate a particular route for delivery in the future, but will allow for the selection of the **most appropriate** form at that point in time.

The opportunity exists for the City to fully deliver on the Regeneration Plan through the assessment and implementation of a range of additional, alternative delivery and funding approaches, despite the economic downturn, fiscal constraint and lack of private finance. There are a range of alternative, but established delivery mechanisms which involve partnering with a strategic partner(s)

for development and the establishment of formal regeneration vehicles through which development will be undertaken, assets vested and returns shared between the public and private sector. A range of such models have been implemented across the UK in recent years which may prove to be suitable for application in Derry~Londonderry. These models include primarily:

- Local Asset Backed Vehicles;
- Multi Agency Local Asset Backed Vehicles;
- Local Incentive Backed Vehicles; and
- Joint Ventures.

Therefore it is key to prepare for this point of investment readiness through undertaking detailed assessment and appraisal of the most appropriate delivery mechanisms for Derry~Londonderry. The establishment of a strategic partnering or asset backed vehicle with the private sector offers the City the potential to secure best value for development assets, retain a strong degree of control and contribute towards the wider objectives of the Regeneration Plan through the recycling of receipts and distributions from capital projects into revenue and community based schemes in the City.

Communicating the Proposition:

A key to success will be the effective and innovative presentation of the City's proposition both internally but especially externally.

The City needs to identify its market opportunity and sell it internationally and quick wins can be achieved with for example, the UK City of Culture 2013 designation already evident in private sector interest and investment not least the £3.75m investment by BT as communication partner creating the digital advantage for the City. Looking creatively at other sectors such as philanthropy/lottery funds, social impact bonds, etc. may also assist in addressing some of the non capital aspects of the Plan such as early intervention.

To deliver, a series of key actions are required including the continued refinement of projects and programmes from feasibility stage through to implementation. This will require the development of appropriate business cases, investment plans, servicing of appropriate delivery models and the selling of the proposition for the City on an on-going and interactive basis.



Delivering Success

8. How we will Measure our Progress and Impact

Monitoring the implementation of the Plan and the extent to which activity contributes to our Mission and Vision will be critical in measuring our progress and impact to 2020.

An effective monitoring and evaluation framework, aligned to the Catalyst Programmes is being developed to enable the Derry~Londonderry Strategy Board to undertake an ongoing review of progress of the Plan's implementation.

A keystone of this One Plan is its commitment to the mainstreaming of Equality and Sustainability throughout the planning and implementation phases of the Plan. A first stage in this process was the development of the baseline dataset comprising the four elements of:

- 1) The baseline database
 - 2) Citi-Scope Citizen Survey results
 - 3) Citi-Scope Econometric Model (including ward impacts)
 - 4) Focus group sessions with Section 75 groups
- These have been placed in the public domain and form our agreed, robust baseline of socio-economic conditions within the Derry~Londonderry area. It is against this that the impacts of the Plan will be measured.

In addition, this information set was instrumental in informing both the design and development of the Regeneration Plan Catalyst Programmes and the Targeting Framework.

Monitoring and Evaluation Framework

We are now in the process of developing a mechanism firstly to collate the necessary information to provide efficient monitoring of the outputs (e.g. number of individuals on STEM programme) from the Plan and secondly to agree a framework to evaluate these in terms of outcomes (e.g. number of children accessing third level education from deprived neighbourhoods in STEM subjects).

The final part of the monitoring and evaluation process is reviewing the outcomes against the baseline to quantify the change that has occurred and feeding this back into the process to influence behaviours.

The Regeneration Programme Unit will take on the role of validating the target setting, monitoring

and evaluation processes. They will be supported by the Research and Evaluation Team whose role will be to act as a research secretariat. It will be pro-active in nature seeking to set targets for each action developed by the delivery partner and report directly to this body.

Reporting through the Derry~Londonderry Strategy Board, it will have the authority to recommend actions to all delivery agents in response to its research findings and will endeavour to be innovative in nature both with respect to its methodology of data-capture and bring best practice to the attention of the implementation body.

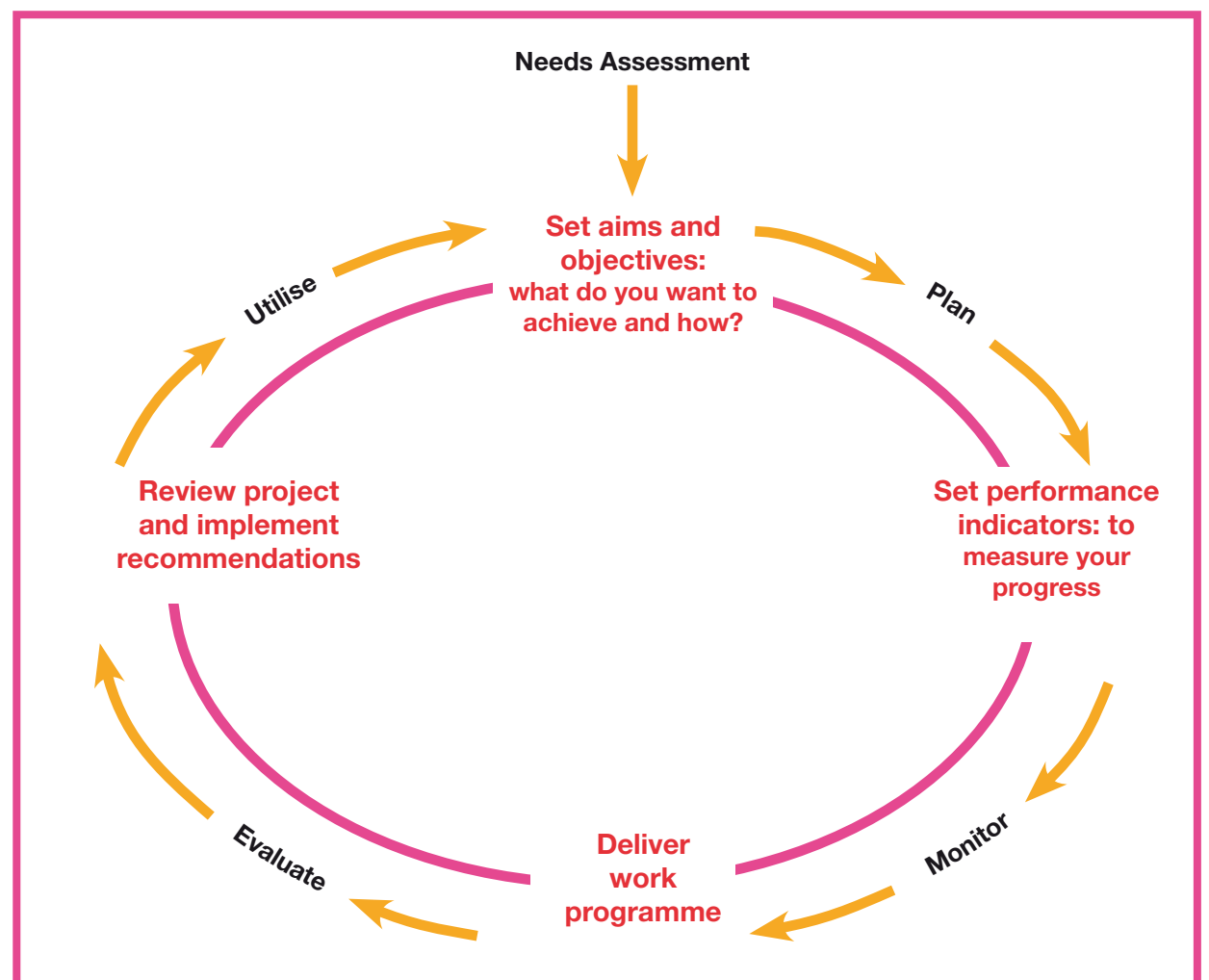
The process to be followed is described in diagrammatic form below.

High Level Measures

A framework will be created to measure all identified target indicators as outlined in Annex 4. The indicators have in the main been based on regularly available data sets. Some indicators can be monitored monthly such as impact of unemployment through the monthly claimant count data.

The majority of indicators will be monitored on an annual basis through the range of data available to validate the progress made, such as educational attainment, tourism visits and spend, HE enrolments, life expectancy etc. while other indicators will be monitored on a longer term basis to monitor trends e.g. standardised mortality rates.

Figure 14: Monitoring and Evaluation



Catalyst Programmes

The 5 Transformational Themes include the 11 Catalyst Programmes which will be the vehicle for delivering the One Plan. Progress within the individual Catalyst Programmes will be reported on a regular basis to the Derry~Londonderry Strategy Board. Data collection will differ across the programmes but in the main will provide a method of measuring the outcomes of the individual programmes and ultimately feed into the overall Regeneration Plan Framework. The individual programme outcomes will provide real time measurement of the programme against the agreed targets.

The monitoring framework will measure the impact of each of the interventions on the target groups, identifying where change has occurred and address areas that may not be as successful. It must be noted that when using official datasets there is normally a time lag between time of data collection and when the information becomes available therefore having a mix of monitoring data will be beneficial in ensuring timely decisions are made so that action can be adapted to meet the required targets.

Where improvement is necessary the working group responsible for the programme delivery will agree corrective action and implement changes as required, providing feedback to the Evaluation Team.

Performance against the key performance indicators will be reported on a quarterly basis by each of the Catalyst Programmes to the Derry~Londonderry Strategy Board which includes representation from all stakeholder groups. An annual report will be produced outlining achievement to date and also action points for the following year. Every three years a more detailed review will be completed that will assess the success of the Regeneration Plan over the longer term. Again any changes to be implemented will be discussed, agreed and actioned.

The annual monitoring report will include:

- Progress made on each of the 'priority' Catalyst Programmes
- Progress made against the key performance indicators
- Details of any new/revised action required to meet the aim of the Regeneration Plan

Monitoring & Evaluation Template

Each Catalyst Programme will agree a number of projects/initiatives to meet the Regeneration Plan impacts. An individual template will be completed for each project with a monitoring and evaluation mechanism agreed, appropriate to the project. The template will be completed on a regular basis and returned to the Research and Evaluation Team.

Section 75 Data Collection process

To date we have compiled the most comprehensive data set relating to Section 75 groups within NI, however, there still exists many gaps in the data available relating to Section 75 groups and in pursuit of filling these gaps the Research and Evaluation Team will continue to engage with the Section 75 group representatives, the Citi-Scope Enumerators and the citizens who completed the Citi-Scope Citizen Survey to monitor the impact of the Regeneration Plan. Where possible, every effort should be made to apply Section 75 measures for monitoring purposes.

In addition, we have already committed to completing the Citi-Scope Citizen Survey in 2012 and 2014 and will be further developing the capacity of the enumerators in support of monitoring the impact of the Plan.

For each of our five Transformational Themes we have set a range of targets of the baseline, the 2015 and 2020 positions (Table 5). We will keep targets under review and revise as new data becomes available.

Our Macro Indicators

Economic and Employment (Labour Market) Indicators:

- Increase employment rate
- Reduction of unemployment rate
- Increase in economic activity rate
- Increase tourist numbers
- Increase average tourism spend

Health Indicators:

- Increase life expectancy
- Population growth rate

Education Indicators:

- Increase in levels of educational attainment
- Increase in skill levels

Environment Indicators:

- Increase % of household waste recycled
- Increase % of municipal waste recycled
- Reduce CO2 emissions
- Increase use of public transport
- Reduce % of vacant properties

Community Indicators:

- Increase the level of volunteering

The main indicators above will be supported with other output indicators to deliver the required outcomes of the Plan. We are continuing to seek alternative methods of monitoring and evaluation outcomes and these may include use of data sets such as the NISRA Northern Ireland Longitudinal Study (NILS) which provides a methodology for estimating ward impacts where individuals are geographically mobile.



Table 5: Targets

Transformational Theme	Target	Baseline	2015	2020
Employment and Economy	Inward investment (New jobs per annum)	433	500 per annum	500 per annum
	Tourism visits	500k	650k	800k
	Tourism spend	£30m	£40m	£50m
	Digital business (% employed in financial & business services)	13.7%	15%	>20%
	Physical access:			
	Airport Passenger numbers	339k	598k	981k
	Dualling of main access roads to (% of road duelled or motorway)			
	Belfast	36%	50%	100%
	Dublin	14%	51%	100%
Average economic activity rate	62.4%	64%	70%	
Spatial Accessibility - increase number of pedestrian movements (average weekly rate)	200k	220k	245k	
Education and Skills	Literacy & numeracy (% of PS pupils with KS2 - level 4 or above)	78% Maths	82% Maths	86% Maths
		78% English	82% English	85% English
	Literacy & numeracy (% of PS pupils with KS3 - level 5)	70% Maths	80% Maths	85% Maths
		78% English	82% English	85% English
	Attainment (increase percentage of school leavers achieving greater than 75% NI average of 5 GCSEs including English and Maths)	78%	80%	82%
	Increased skills (reduce % of working age population with no qualifications)	29%	25%	20%
HE - increase full-time under graduate students	2415 full time undergraduates	4415 full time undergraduates (increase of 2000 including 1000 MaSN)	6000 full time undergraduate students (9400 FTEs at Magee)	
Building Better Communities	Poverty (% of children in income support households)	40%	35%	30%
	Community integration (% of population happy to live in integrated area)	65%	75%	>90%
	Volunteering (% of adult population volunteering)	27%	35%	40%
	Community safety (% of population who feel safe in city centre)	45%	60%	>75%
Health and Well being	Life expectancy (Standardised Mortality Ratio, NI=100)	111	109	107
	Smoking related deaths - Age Standardised death rate (per 100,000 persons)	162.1	160.1	157.1
	Physical activity (% of population involved in regular physical activity)	30%	40%	50%
Sustainable and Connected City Region	CO2 emissions (tonnes per capita)	10.1	8.5	7
	% trips by bike	1.5	3	6
	School Travel Plans	5	13 Secondary (all) 22 Primary (50%)	44 Primary (all)
	Recycling and Composting of Household Waste (%)	32	40	50

Note: baseline targets may be revised as new information becomes available.





Section 4

Conclusion

Conclusion

A new culture of success

One City, One Plan, One Voice has been challenging, innovative and intensive in equal measure. We are on a journey of significant change to make Derry~Londonderry a city that can look confidently to a bright future for the long term.

It is a City, that with one voice has determined what its future is to be. Building on the spirit of partnership at all levels we can deliver a regeneration Plan that presents a set of interconnected projects that will help reorientate the City towards a new trajectory of inclusive and transformative economic growth.

One early success has been attaining the UK City of Culture 2013 title which will act as a catalyst to fast-track the possibilities, to deliver change and improve confidence in the short-term when conditions will be very challenging in the City and has already fast tracked the City's ambition to be the 1st Digital City on the island of Ireland and one of the first in the UK by autumn 2011.

Without the One Plan for Derry~Londonderry, the prospects for the City look bleak. Unemployment would remain high, as by 2018, we would only be reaching our 2007 peak. The City would act as a continued drain on the taxpayer which is currently minus £1.1bn per annum. With the reduction in public spending and welfare reform and the economic downturn, the City would experience a protracted squeeze which would at best stagnate the economy for a decade or more further exacerbating the high levels of disadvantage. Therefore it is essential we seize the opportunity to realise our ambitions.

We have identified the five Transformational Themes and 11 Catalyst Programmes that are the

“game changers” for the City and region. We have defined the structures for delivery and set out the portfolio of investment actions in a value capture framework that enables the co-ordination and co-operation of the public and private sectors to pump prime and deliver. We will measure our progress and impact on an on-going basis to ensure we are aligned and on target and we will report back to the people of the City and beyond making the most of our digital advantage.

The Plan is built around a **competitive, connected, creative** and **caring** vision which provides the necessary uniqueness within the NI economy and a platform to build a distinctive and diverse City worthy of its history and its people. This affords Government in NI the opportunity to address serious issues of entrenched disadvantage while at one and the same time redress the significant economic under performance and resulting imbalance of the regional economy itself by delivering the Mission of the Plan for economic growth to effectively target disadvantage in the North West.



We present this One Plan for Derry~Londonderry as a unique opportunity arising from an unprecedented process of engagement, the endorsement of all the political parties, the private sector and the community and voluntary sector who are determined to rise to the challenge of delivering successfully the One Plan with One Voice for our City.



Collaboration Education
Equality Connectivity Quality
Renewal Optimising Border
Coalition Significant Funding City
Skills Determination
Create Catalyst **Community**
Derry Opportunities Monitor
Voice training Communicate Culture
Rural Digital Partnership Change River
Need Engaged Co-Operative Hope
Cross Leadership Demand
Transformational University Principal Jobs
Connected Economy Physical Children
Benefits New Progress Business
Readiness Ownership Caring Growth
Access Plan Development Young Urban
Confidence **Place** Life Responsible
Delivering **People** Investment
Local Foyle Changing Transport
Infrastructure Competitive Vision
Targeted Co-Ordination Impact
Londonderry Working
Strategy Government Health
Social Tourism Sustainable
Regeneration Creative
Ambition

Annexes

- Annex 1 Developing the Plan
- Annex 2 Foundation Actions
- Annex 3 Multiple Deprivation by Area
- Annex 4 Econometric Modelling



Annex 1

The Regeneration Plan Process

Developing the Plan

This section outlines the extensive process of engagement and consultation that has been undertaken with key stakeholders across the City Region.

It highlights **Our Mission** and how we developed our Guiding Principles of **Mainstreaming Equality** and **Embedding Sustainability** which will be at the heart of the transformation of the City.

Participatory Process

In 2008 it was recognized that the existing plans for regeneration of the City were not progressing fast enough due to a lack of any guiding coalition and ownership. A major conference in November 2008 'Changing Patterns, Changing Outcomes' highlighted the importance of regeneration and of ensuring that the opportunities and benefits were targeted at those most in need. In February 2009 Ilex, the urban regeneration company, facilitated a Future Search visioning exercise enabling a representative cross section of our community with varied resources, expertise and formal authority to have a respectful and meaningful conversation about our past, our present and, most importantly, our future. 120 people from the City, the region and other parts of Northern Ireland agreed to work together, to create a single, shared vision and a set of clear regeneration objectives and priorities for the City.

The event identified the Common Ground which were felt to be most important for the regeneration of Derry~Londonderry. These were:

- Education
- Derry~Londonderry as regional capital of NW
- Enterprise and Employment
- Health and Well Being
- Environment /Conservation
- River Asset
- Citizenship and Civic Pride
- Transport and Infrastructure
- Tourism, Arts and Culture

Our Future Search formed the basis of a new process of engagement and interaction with a wide range of stakeholders across all communities

and led to the formation of the Regeneration Strategy Board in June 2009, with an oversight role and 12 Sector Working Groups (SWGs). The SWGs have been at the heart of the planning process, ensuring full and meaningful participation and collaboration in the development of the Plan. SWGs were charged with the responsibility of assessing the baseline inequalities, needs and challenges that would address the key issues specific to their particular sectors, whilst aiming to incorporate and develop our guiding principles of Mainstreaming Equality and Embedding Sustainability at the heart of their proposals. Furthermore, after extensive and fundamental analysis, they were tasked with identifying and prioritising the actions necessary to achieve our agreed mission and address the challenges we face. The intensity of this engagement, the commitment and quality of work and outcomes has been unprecedented in the development of this Plan and is summarised below:

- 1 Equality Conference **200** delegates
- 1 Future Search event **120** participants
- 1 Strategy Board **40** strategy board members
12 Strategy Board Meetings
- **12** SWGs **417** SWG members registered, at least **200** SWG meetings
- **83** Citi-Scope Survey Enumerators interviewed **480** representative residents,
- **14** Focus Groups with **165** participants covering all Section **75** categories
- **6** plenary sessions **5** Integration Meetings
- **1,000+** regular visitors to yourcityyoursay.com
- **1,000+** yourcityyoursay E-zine recipients
- **46,000** summaries of the draft Plan to every household
- **5,000** copies of the Plan to key stakeholder groups
- **22,000** copies of the Plan for every primary and post primary school children

Process of analysis

An unprecedented exercise of analysis was undertaken in parallel to identify the baseline issues we were dealing with.

The work of the SWGs, the collation and analysis of NISRA (Northern Ireland Statistics and Research Agency) statistical data, Citi-Scope Citizen Survey, Citi-Scope Econometric Baseline, Children and Young People First Report, Focus Group research with Section 75 groups and national research provide a synopsis of the key inequalities within the Derry City Council area.

The Citi-Scope Citizen survey involved over 1,000 individuals including community enumerators, respondents (including Section 75 groups), community activists and volunteers in the completion of a comprehensive baseline analysis of the socio-economic characteristics, views and attitudes of residents from throughout the Derry~Londonderry area. Follow-up consultation and engagement took place with all Section 75 Focus Groups, community representatives and representatives from special interest groups throughout the urban and rural areas. Their views, opinions and input were fed back to the Strategy Board, Sectoral Working Groups and other stakeholders within the regeneration planning process.

Children and Young people have a key contribution to make to the regeneration of our City. A specific research project 'Children and Young People First' was commissioned to elicit the views of children and young people aged 0-16 and their parents from the Derry City Council Area on issues that most affect them, assess the needs of children and young people and therefore what priorities the new Plan for Derry~Londonderry should focus on. In addition, a Children's version (age 5-11) and a Young Person's version (age 12-18) of the draft Regeneration Plan was produced and distributed to every primary and post primary school across the City seeking their views on what was important to them in the regeneration of our City. The outputs from this consultation were presented to the Strategy Board and over 3,000 responses from children and young people have been incorporated throughout the Plan.

We therefore have robust baselines necessary to model, monitor and measure the impact of our actions and it is planned to repeat our analysis in 2012 and 2016 and regularly thereafter to ensure we are on track to target disadvantage and realise our aspirations.



The Wider Context - Developing the City Region

Derry~Londonderry lies at the heart of a wider City Region with adjacent Councils of Strabane, Limavady, Coleraine, and Donegal. In January this year Strabane District Council embarked upon a regeneration planning process supported by a Future Search conference similar to the one held for Derry~Londonderry in 2009.

- Community/Rural Development
- Regional /Central Government
- Health and Well Being
- Politicians
- Tourism/Arts/Culture/Leisure
- Business/Trade Unions
- Citizens
- Young People
- Education, Training and Skills
- Economic/Social and Infrastructure

Ilex has worked closely in partnership with Strabane District Council to develop a similar regeneration planning process in the Strabane District Council area. This partnership aimed to ensure complementarity between the Derry~Londonderry Regeneration Plan and the regeneration effort in Strabane District because both Councils were initially due to merge in May 2011. Strabane District's Future Search conference was held in January 2010. Seven pre-consultation and engagement events were held before the conference. Strabane District Council also launched an online survey, a separate Future Search website and set up Facebook and Twitter accounts to consult and engage citizens on their ambitions for the future of Strabane District. A separate youth Future Search event was held in March 2010 and seven sectoral working groups were established to develop action plans to address the priority areas for regeneration in Strabane District. The draft Community Regeneration Plan was announced in April 2011 with four priority aims: to improve life choices; to increase prosperity for the whole community; to care for the environment and to improve infrastructure. The overall vision is that Strabane District would be: 'a thriving connected community that contributes to its own prosperity and wellbeing'. This aligns with the vision for Derry~Londonderry as a competitive, connected, creative and caring community.

Rural Hinterland

Of particular significance is the rural nature of the City hinterland. The quality of rural areas is vital to the development of the region in terms of the food economy, tourism and recreation & leisure.

The Derry City Council area comprises an area of 150 square miles with a total population of approximately 110,000, the rural area comprises up to 20,000 of this figure. Within the rural area there are seven main villages:- Claudy, Culmore, Eglinton, Lettershandoney, Newbuildings, Park and Strathfoyle, with a further thirteen smaller settlements.

Rural proofing is a process which "that ensures that all relevant policies are examined carefully and objectively to determine whether or not they have a different impact in rural areas because of the particular characteristics of rural areas: and where necessary, what policy adjustments might be made to reflect rural needs and in particular to ensure that as far as is possible, public services are accessible on a fair basis to the rural community". (DARD: A Guide to Rural Proofing) Consultation with residents in the rural area was undertaken as part of the Citi-Scope survey and a dedicated rural Focus Group meeting was also organised to gain the views of rural residents. A total of 38 people from the rural area responded to the Citi-Scope questionnaire with 10 rural residents recruited as data collectors to carry out the rural surveys and 9 people participated in the Focus Group. In addition there has been consultation with the local Rural Area Partnership, Rapid Ltd, throughout the regeneration process and a number of their members have contributed to the regeneration process through their participation on the SWGs. The Rural Proofing process will be integrated into the EQIA of the Regeneration Plan enabling residents to review and assess the impact of the Plan.

Many of the issues that were identified from the Citi-Scope survey were common to both the rural and urban areas such as:

- Access to health services;
- Education and training provision; and
- Anti-social behaviour.

Other more specific rural related issues included:

- The decline of rural communities due to planning restrictions. This is leading to the depopulation of the area and an increase in migration into urban settlements;

- An exodus of next generation farmers;
- Transport issues, limiting accessibility to essential services;
- Poor linkages to urban areas;
- Lack of social and affordable housing;
- Lack of school choice for children;
- Lack of sustainability of rural economy;
- Lack of job opportunities located within rural areas;
- Area is not attractive to children and young people and there is insufficient recreational provision for young people;
- Tourism infrastructure in the rural area is underdeveloped; and
- Lack of cultural awareness and the local heritage is not fully appreciated.

The rural area has many strengths which can be capitalised on to contribute to the overall regeneration of the area. The strong and robust community infrastructure provides an opportunity to introduce a diverse range of social and educational activities through the effective network of communities and local groups. On average the rate of self start businesses within the rural area is much higher than in the urban area. There is a strong entrepreneurial culture within the rural community with a range of dynamic small businesses which provide a good basis upon which to develop and build future prosperity.

The rural landscape provides vast potential. There are a number of areas of recognised heritage and environmental significance which have received specific designations such as "Area of Outstanding Natural Beauty", "Area of Special Scientific Interest" and "Special Protection Area".

Our Regeneration Plan will specifically target rural disadvantage through its 5 Themes ensuring equitable access to the services and opportunities offered, for example, by early intervention, digital and eco programmes in particular.

Cross border

The Derry~Londonderry Strategy Board recognises the importance of how the City relates to the rest of the region, the rest of Northern Ireland, Ireland, Britain, the European Union (EU) and the world beyond. The City Region is cross border by definition, including Derry~Londonderry, Strabane and the Donegal hinterland. It is therefore important that we agree a mutually supporting series of



proposals that promote the distinctiveness of the City and Region.

There has been ongoing and successful cross border co-operation for many years both at national and EU levels on a range of areas of common interest to the border communities and Derry~Londonderry is recognised by the 2 Governments of Northern Ireland and the Republic of Ireland as the key economic driver in the North West region.

North West Partnership Board

Building on these wide range of partnership initiatives over many years the North West Partnership Board was established in September 2010 with equal representation from the Derry~Londonderry Strategy Board and the Donegal County Development Board. The Board is working up through International Centre for Local and Regional Development (ICRLD) the key shared components of the Gateway Initiative with local political endorsement, linking with the North West Region Cross Border Group. It will submit to Government through the parent Departments a programme of strategic priorities for the North West which will be incorporated into One City, One Plan, One Voice.

This cross border partnership structure is additional and adds value to the existing cross border and single jurisdictional political, statutory and community agencies, ensuring best use of resources and assisting in the implementation of government policy in relation to the North West Gateway Initiative (NWGI). The group has a key role in co-ordinating public service delivery and aspects of social, cultural, economic and environmental development. Ilex, Donegal County Council and Derry City Council are the core members of this cross border board, which also includes representation from the Derry~Londonderry Strategy Board (Chamber of Commerce) and Donegal County Development Board and Letterkenny Institute of Technology (LYIT) and Strabane and Limavady Councils.

The NWPB has identified a number of priority areas for cross border collaboration, in particular: -

- Infrastructure;
- Digital Economy;
- Education;
- Tourism and Culture;
- Health; and
- Green energy/eco

All of these align with the 11 Catalyst Programmes for development. The structure of the NWPB is represented in figure 15.

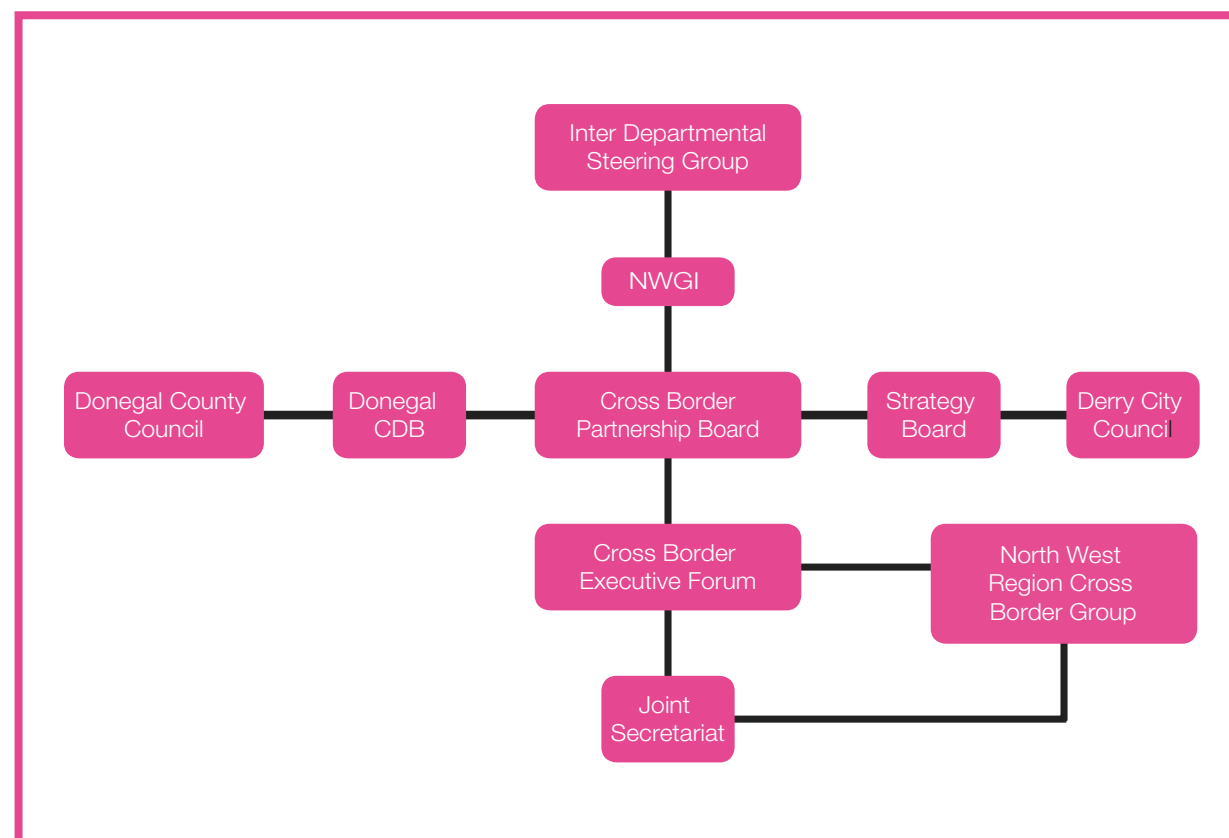
Working through the North South Ministerial Council (NSMC) and NWGI the Cross Border

Partnership is the vehicle for delivering an agreed and shared agenda including specific initiatives such as:

- Infrastructure including A5 and A6 road schemes and the airport;
- Altnagelvin Radiotherapy Centre;
- Expansion of Further and Higher education;
- North West Regional Science Park;
- Pursuing UNESCO world heritage status; and City of Culture 2013.

The alignment of the One Plan and the County Development Plans will create the opportunity to deliver.

Figure 15: North West Partnership Board



Annex 2

Foundation Actions

Short-term	
Education & Skills	<ul style="list-style-type: none"> Develop an education programme for Citizenship, Diversity, Sustainability and Values that can be rolled out across all pre-schools, primary and secondary schools.
Employment & Economy	<ul style="list-style-type: none"> Develop a showcase initiative to highlight achievement and successes; Promote the role of housing in regeneration and economic development initiatives; Utilise existing building infrastructure on the Ebrington site to encourage start-up in the Digital Creative Media sector; Establish a cross political & cross sectoral concordat on job/ investment opportunities; Create a Confederation of Sector Specific Innovation Centres to develop and grow the next generation of indigenous businesses; Create a Young Digital Enterprise awards scheme; Promote the digital economy to schools and encourage STEM take-up in education; and Establish re-use opportunities provide employment and training.
Building Better Communities	<ul style="list-style-type: none"> Establish a 'Citizens Trail' - history and culture for local people; Implement a comprehensive sport and leisure strategy to establish a new growth niche for the City; Invest in infrastructure (hard and soft) for leisure and sport at school, community, club, regional and elite levels; Develop and deliver volunteering interventions to enhance citizenship and civic pride; Develop a series of community based, citizenship leadership training initiatives; Support community mediation initiatives; Consolidate the work of initiatives such as 'The Community Safety Partnership' and the development of emerging Community Safety Forums; Develop a co-ordinated multi-agency structure to address community safety, crime, the fear of crime and antisocial behaviour; Address the naming Issue; Create and manage a directory of physical and human resources; Develop capacity and programmes for promoting Good Community Relations at neighbourhood level; Hold an annual community awards ceremony to celebrate excellence in communities; Establishing a North West Civic Forum - incorporating a programme of events, public meetings and educational initiatives; Establishing a cross sectoral Civic Pride Champions Group (with dedicated resources) to manage the media and promote all good news emanating from the council area; Clondermot and Corrody Road: Develop a masterplan for Clondermot based on the findings of the Clondermot EQIA and develop Corrody Road for social and community benefits; Develop an open and accountable partnership between the community, statutory and voluntary sectors which ensures rights are upheld in order to maintain a safe, just and equitable community for everyone Develop the Superimposition Mapping Tool as a tool for dynamic urban planning and design; and Conduct a review of current and future industrial and business parks, and employment areas, within the context of sustainability.
Health & Well Being	<ul style="list-style-type: none"> Community Mobilisation on the issue of alcohol by strengthening existing partnerships and building on current best practice; Increase investment in domiciliary care to facilitate independent living; and Promote the opportunities and positive messages to youth, communities and citizens aimed at creating a "Sporting and Active City" vision, to encourage participation in sport and leisure activities.
Sustainable & Connected City Region	<ul style="list-style-type: none"> Refurbish Prehen boathouse and slipway for club use and improve economic significance and sustainability of the building; Develop local food economy linking with farmers and expansion of horticultural training; and Setting up a Regional Energy Taskforce to address our reliance on fossil fuels and establish a roadmap to reduce energy consumption, generate heat & electricity from local, alternative energy sources and address the robustness of the existing energy infrastructure.
Medium-term / Longer-term	
Employment & Economy Building Better Communities	<ul style="list-style-type: none"> Continuous high quality riverside public realm throughout the City. Tackling inequalities in access to affordable housing, advice and assistance; Enhance the safety/security of citizens by ensuring the planning and design of neighbourhoods allows for social interaction, recreation and community cohesion; Develop Clondermot Cluster and in particular Corrody Road Site; Design and deliver tailored interventions to promote inter-community support and engagement; Develop parks and play areas across the city, in conjunction with DCC (Draft Play Plan for Derry City Area) and local Neighbourhood Renewal Partnerships and community representatives; Improve environmental conditions in disadvantaged neighbourhoods; Coordinate a multi agency strategic approach to improving infrastructure / facilities/ resources, tailored to meet needs of young people; Sustain and further develop programmes aimed at improving relationships between service providers, particularly the emergency services and young people; Ensure a coordinated approach to developing relevant schemes (deterrent, dialogue, skills) for youth 'at risk' of involvement in political violence; and Develop a city wide alley gating policy and consolidate existing schemes and resources into a single action plan..
Sustainable & Connected City Region	<ul style="list-style-type: none"> Implement a Green Energy and Energy Efficiency Pilot Scheme community project including a district heating system; and New footbridge between Daisyfield and Prehen to link boating amenities and establish further loop to riverside Greenways.



Annex 3

Multiple Deprivation by Area

10% Most Deprived Super Output Areas in Derry~Londonderry (NI MDM 2010)

NI Multiple Deprivation 2010

SOA Name	Rank
Creggan Central_1	10
Shantallow West_2	25
The Diamond	26
Strand_1_Derry	28
Shantallow West_1	29
Crevagh_2	35
Creggan South	37
Culmore_2	39
Brandywell	44
Shantallow East	45
Westland	46
Creggan Central_2	49
Clondermot_1	58
Carn Hill_2	84
Ebrington_2	86
Altnagelvin_1	88

Employment Domain

SOA Name	Rank
Creggan Central 1	6
Strand 1	9
The Diamond	14
Westland	19
Shantallow East	22
Clondermot 1	24
Creggan Central 2	27
Creggan South	34
Brandywell	40
Culmore 2	42
Shantallow West 1	55
Crevagh 2	56
Shantallow West 2	62
Altnagelvin 1	64
Rosemount	66
Victoria	77
Beechwood	78
Carn Hill 2	83
Ebrington 2	85

Health, Deprivation & Disability Domain

SOA Name	Rank
Creggan Central 1	13
Brandywell	24
Strand 1	27
Shantallow West 1	31
Clondermot 1	34
Creggan South	38
The Diamond	41
Shantallow West 2	42
Creggan Central 2	46
Shantallow East	60
Carn Hill 2	73
Westland	74
Culmore 2	76
Foyle Springs 2	82
Ebrington 2	88

Education, Skills & Training Domain

SOA Name	Rank
Shantallow West 2	39
Shantallow West 1	54
Crevagh 2	56
Culmore 2	63
Creggan Central 1	75
Brandywell	85
Culmore 3	87

Source: NISRA NI Multiple Deprivation Measure 2010

Multiple Deprivation by Area

10% Most Deprived Super Output Areas in Derry~Londonderry (NI MDM 2010)

Income Domain

SOA Name	Rank
Creggan Central 1	2
Shantallow West 2	10
Crevagh 2	14
Shantallow West 1	17
Culmore 2	20
Creggan South	22
Shantallow East	23
Westland	24
Creggan Central 2	25
Brandywell	27
The Diamond	37
Strand 1	42
Clondermot 1	50
Carn Hill 2	56
Altnagelvin 1	73
Shantallow West 3	87

Income Deprivation Affecting Children

SOA Name	Rank
Creggan Central 1	2
Shantallow West 2	7
Crevagh 2	9
Shantallow West 1	14
Shantallow East	18
Culmore 2	27
Creggan Central 2	28
Creggan South	34
Brandywell	35
Altnagelvin 1	52
Westland	55
Carn Hill 2	59
Springtown 1	66
Clondermot 1	77
Ebrington 2	86
Shantallow West 3	87
Crevagh 3	89

Income Deprivation Affecting Older People

SOA Name	Rank
Creggan Central 1	3
Shantallow West 2	8
Creggan South	20
Culmore 4	23
Westland	24
Brandywell	29
Shantallow West 1	32
Culmore 2	37
Creggan Central 2	52
Carn Hill 2	54
Culmore 3	55
Beechwood	60
Strand 1	61
Shantallow East	65
Crevagh 3	71
Clondermot 1	87

Proximity to Services Domain

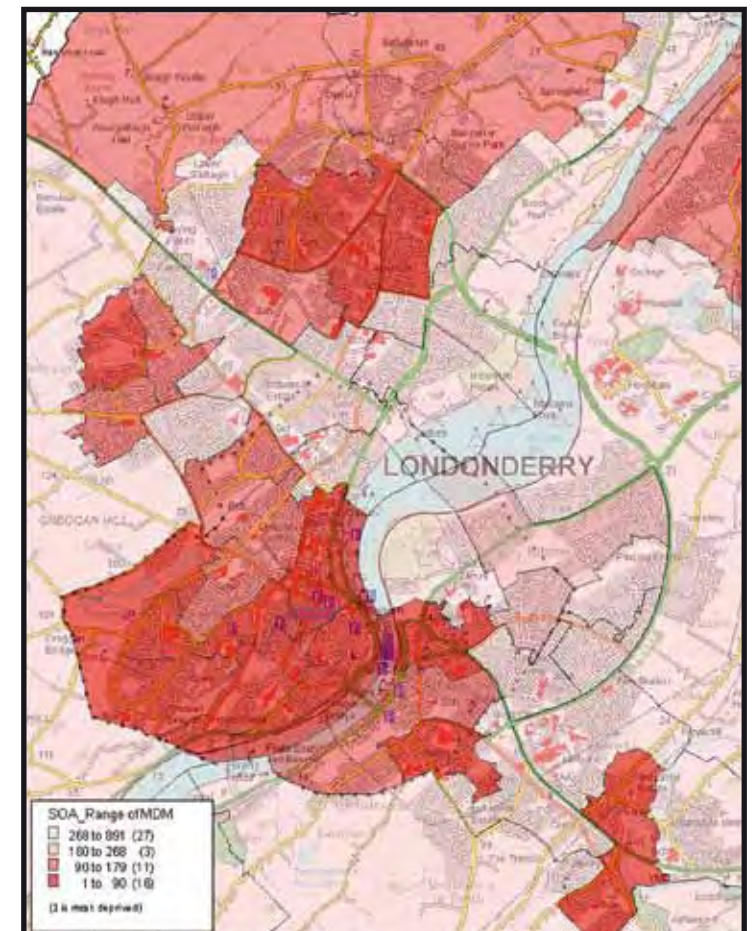
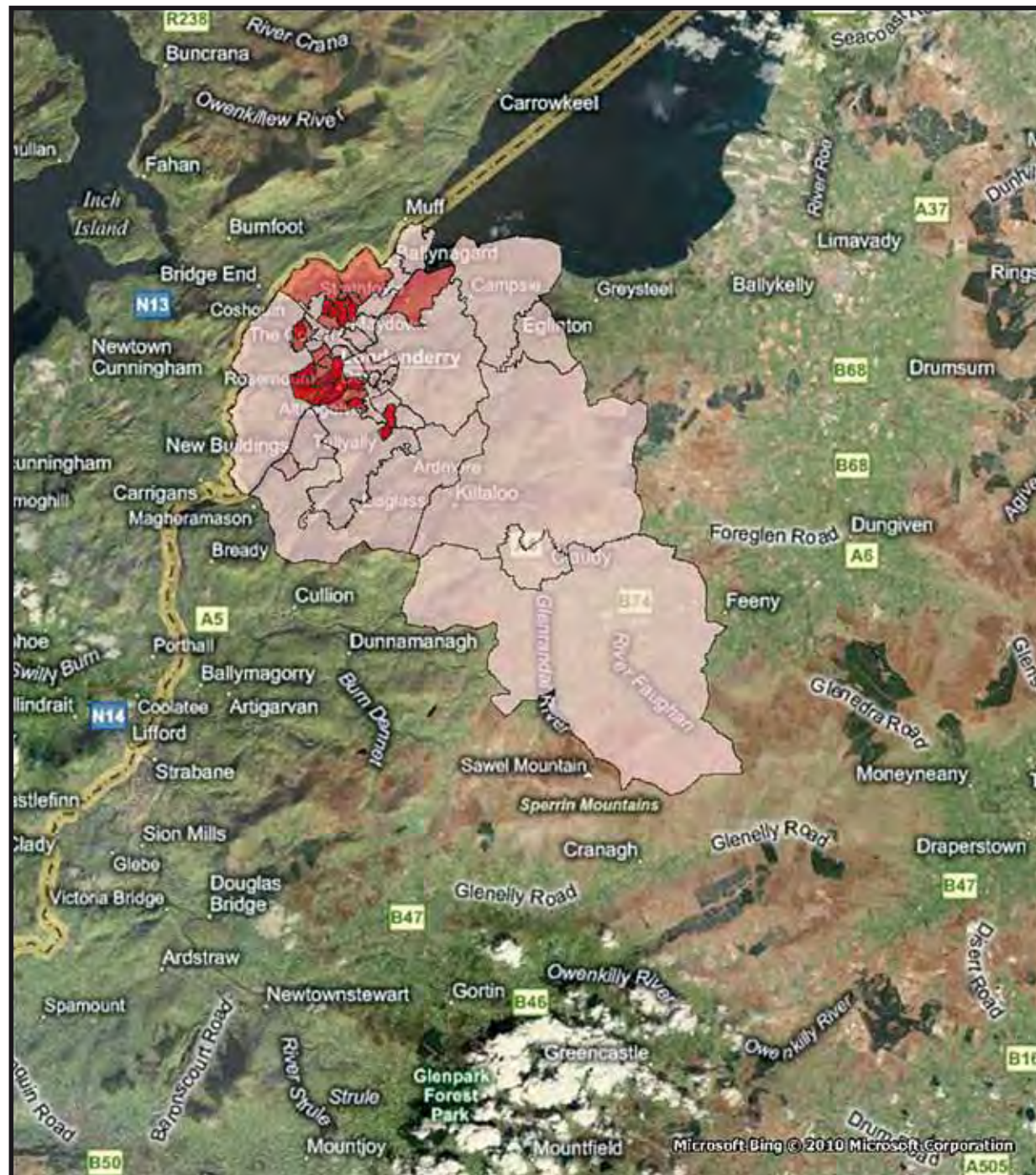
SOA Name	Rank
Banagher	17
Claudy 2	76

Source: NISRA NI Multiple Deprivation Measure 2010

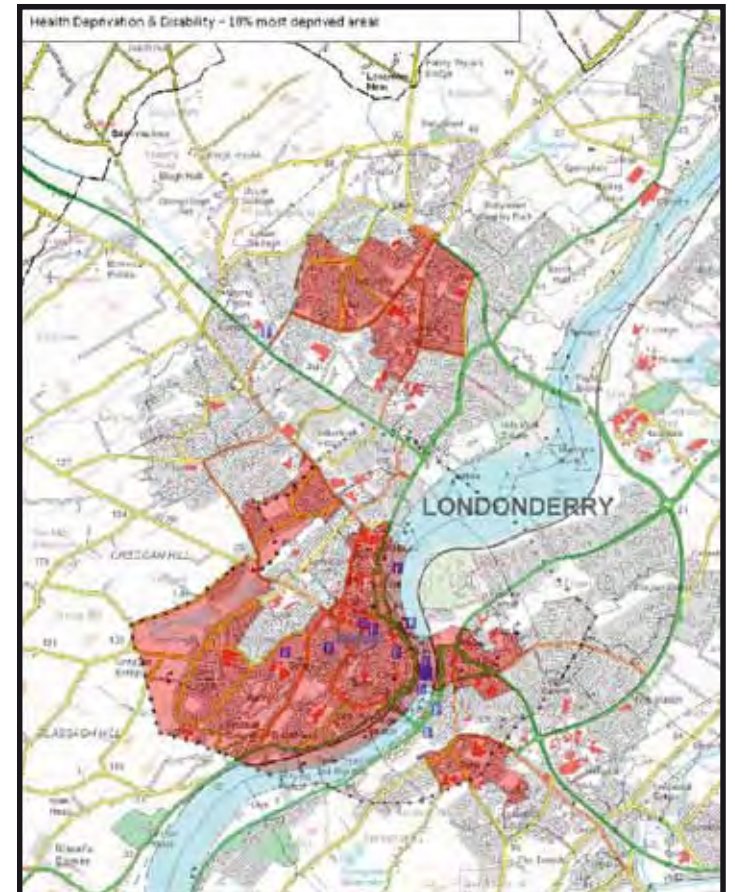
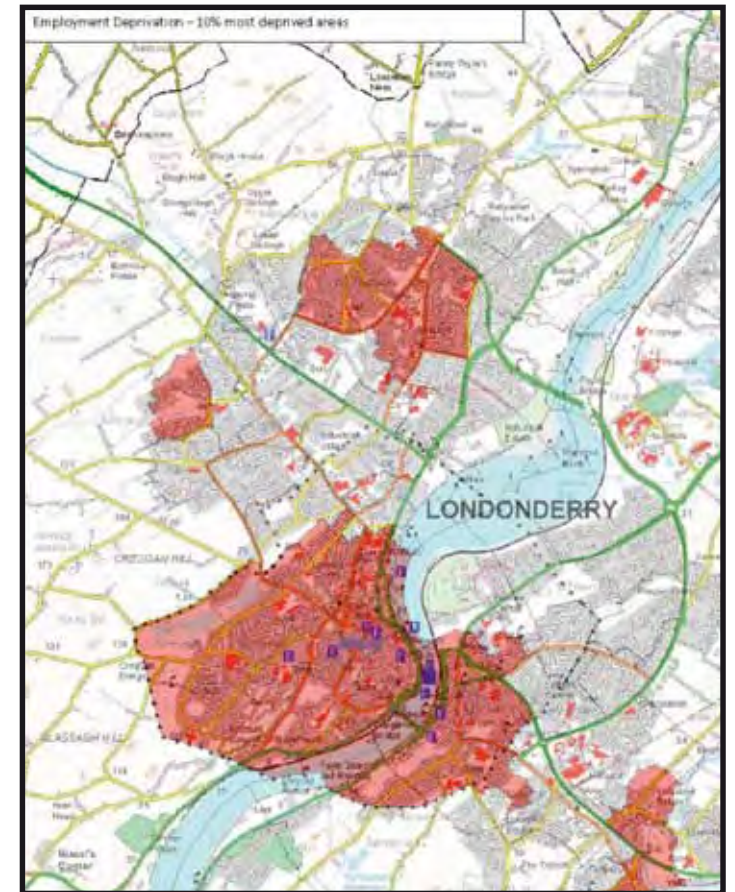


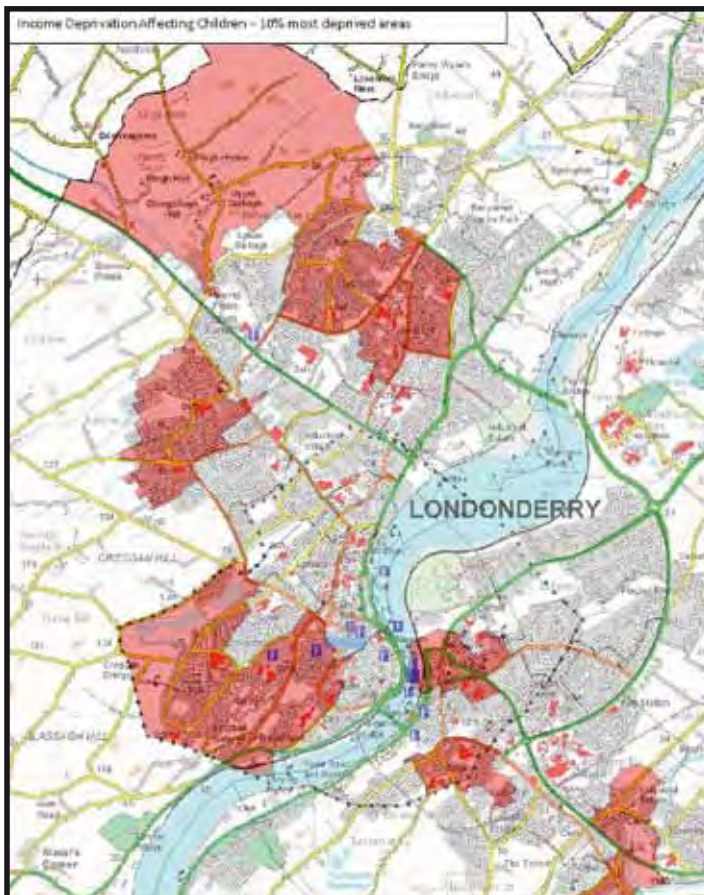
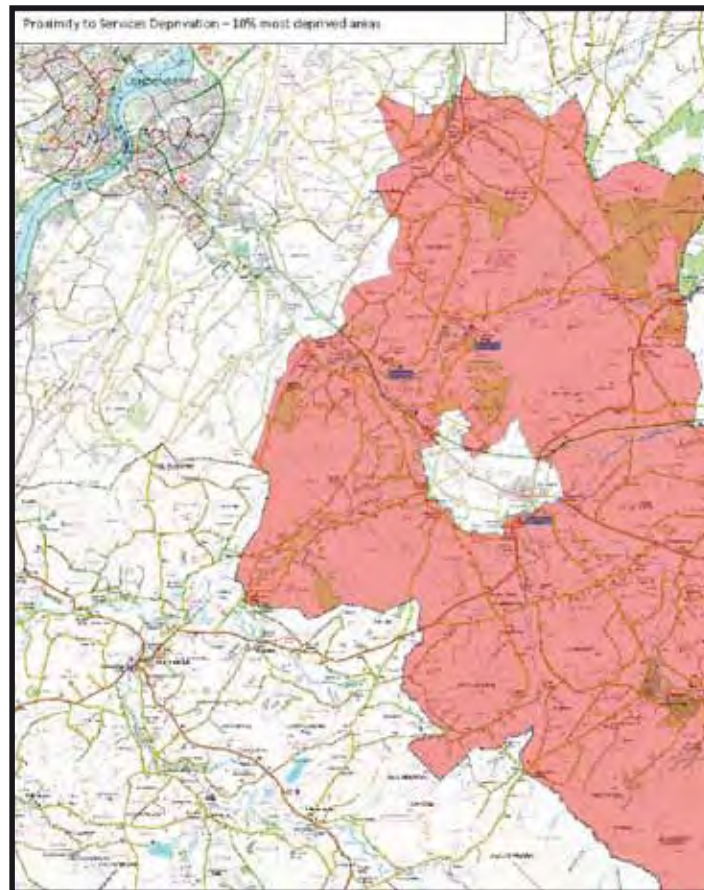
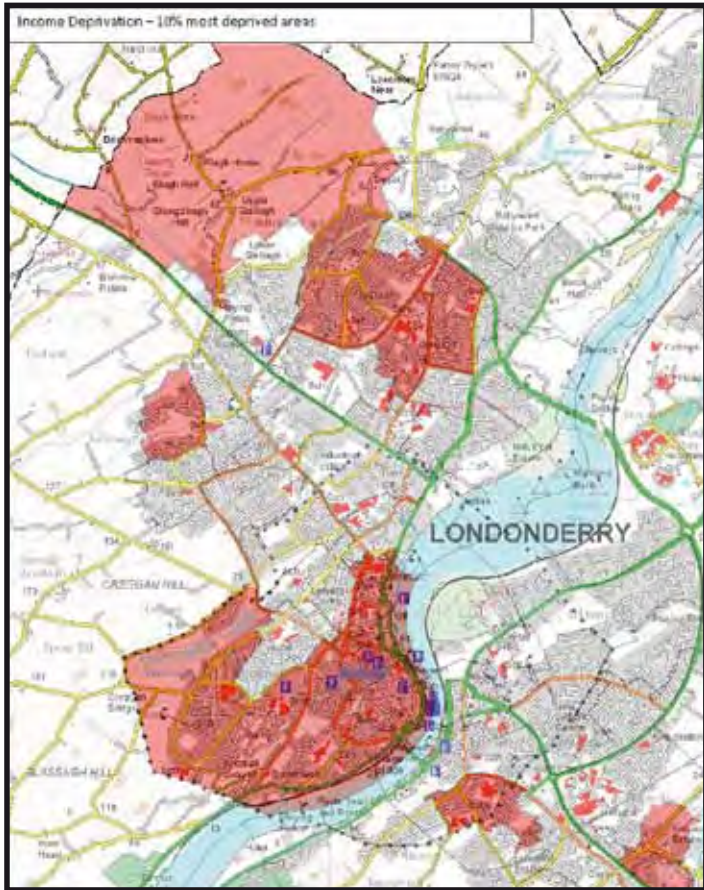
Multiple Deprivation Measure 2010⁸

Super Output Areas in Derry LGD



⁸ All maps in the One Plan have been reproduced from OSNI under licence agreement 100.200.1





Annex 4

Econometric Modelling

This Regeneration Plan uniquely has access to a bespoke econometric model developed by Oxford Economics – Citi-Scope Econometric Model including a ward impact module which estimates the ward employment impacts (workplace and resident) of those major Catalyst Programmes which have direct employment impacts.

We have used the model to forecast a number of outcomes which vary both the geography and variable outputs.

The econometric model works by extrapolating from past behaviour to predict future behaviour in order to allocate workplace jobs to residents by ward, but also factoring in labour market, skills and mobility impacts of catalyst projects. This includes commuting patterns, skill levels by age, geographic location of skills, gender labour participation rates, labour participation rates by economic status, demand for skills, age structure of wards, population growth rates, etc. The Catalyst Programmes are then inputted into the model – these are factored by way of the number of jobs, sector, location and skill requirement.

The calculation of the ward impacts of the Catalyst Programmes without the corresponding ‘new approaches’ such as co-operative based childcare provides us with a robust baseline against which we can measure the impact of the

approaches and the other complementary Catalyst Programmes.

Taking this analysis further the model estimates the impact, at ward level, of the Catalyst Programmes upon Section 75 groups – male/female, age and by socio-economic status – i.e. those economically active and those economically inactive. Additional detail is provided by way of forecasts as to the skills levels demand at ward level.

Given the centrality of the reduction of inequality within the Regeneration Plan Mission we then identified the projected impacts upon those living in the 10% most deprived wards in Derry~Londonderry.

In effect, this provides a baseline impact forecast for each of the major employment creating Catalyst Programmes. There are no hard and fast rules for expected equality impacts but we can benchmark against the overall numbers resident in wards as

defined by NISRA amongst the 15% most deprived in NI within the Derry City Council area. These are predicted to comprise 33% of the working age population by 2020. (This assumes no out of ward migration as socio-economic conditions improve within the more deprived wards). In this case we have used as the primary comparator the percentage of jobs expected to be taken by residents within the NI 10% most deprived wards (within the DCC area) in the absence of interventions given that we expect by 2020 33% of the working age population will be resident there.

Table 1a below indicates that in the absence of the interventions that 39% of the jobs will be taken by residents from the worst 15% of wards in the DCC area

However, with the application of the new approaches it is calculated that the percentage of jobs taken by residents will rise by five percentage points to 44% which is a 15% increase from the baseline forecast (without the interventions).

Table 1a illustrates the impact of the interventions upon all of the Catalyst Programmes. Tables 1a through to 6a show the individual impacts by Catalyst Programme. Section 75 impacts by gender and age are also presented. In addition forecasts are made as to the impact by skill level and economic status.



Table 1a: Digital City with Intervention

	2020 (baseline)		2020 (Regeneration Plan)		2020 (Regeneration Plan impact)			2020 (resident employment rate)		2020 (Regeneration Plan resident employment impact)												
	Working age pop	Resident employment	Working age pop	Resident employment	Working age pop	Workplace employment (people-based)	Resident employment	Baseline	Regeneration Plan	NVQ 0	NVQ 1	NVQ 2	NVQ 3	NVQ 4/5	From unemployment	From economic inactivity	Male	Female	16-34	35-49	50-64	
Bottom 15% most deprived wards in NI shaded MDM 2010																						
Altnagelvin	3,065	2,041	3,089	2,180	24	54	140	67%	71%	21	18	27	15	58	40	99	80	60	46	55	39	
Ballynashallog	1,973	1,442	1,988	1,563	15	15	120	73%	79%	15	8	21	12	65	20	100	69	51	28	51	42	
Banagher	2,429	1,504	2,448	1,585	19	26	81	62%	65%	18	12	21	8	22	33	49	46	35	28	29	24	
Beechwood	1,310	797	1,320	883	10	7	85	61%	67%	14	7	20	18	26	30	55	49	37	27	30	28	
Brandywell	1,146	539	1,155	610	9	22	71	47%	53%	18	11	9	7	26	26	44	40	30	23	27	20	
Carnhill	1,786	1,001	1,800	1,124	14	29	124	56%	62%	39	20	41	13	10	47	77	70	53	41	48	35	
Caw	1,433	956	1,444	1,019	11	42	64	67%	71%	13	7	14	6	23	21	42	36	27	21	25	17	
Clondermot	2,120	1,394	2,136	1,472	17	20	77	66%	69%	13	12	17	13	22	15	62	44	33	22	30	25	
Claudy	1,839	1,137	1,853	1,214	14	47	77	62%	66%	12	10	13	7	34	18	59	44	33	22	31	25	
Creggan Central	1,670	618	1,683	732	13	7	115	37%	44%	29	22	31	10	23	60	54	65	50	45	41	29	
Creggan South	1,340	581	1,350	675	10	9	94	43%	50%	25	17	16	13	23	42	51	53	41	34	39	21	
Crevagh	4,630	1,957	4,666	2,216	36	19	259	42%	47%	46	47	62	30	73	107	152	147	112	97	96	67	
Culmore	7,012	3,580	7,067	4,029	55	29	449	51%	57%	61	69	114	71	135	191	258	255	194	160	169	121	
Ebrington	2,048	1,495	2,064	1,574	16	50	80	73%	76%	8	15	16	8	32	16	63	46	34	26	32	22	
Eglinton	3,192	2,148	3,217	2,278	25	122	131	67%	71%	21	21	24	12	53	54	77	74	56	40	51	40	
Enagh	4,215	1,903	4,248	2,060	33	79	157	45%	48%	22	24	33	23	55	57	100	89	67	57	58	42	
Foyle Springs	2,430	1,649	2,449	1,787	19	83	138	68%	73%	18	15	27	16	62	16	122	80	59	37	56	45	
Holly Mount	4,399	2,266	4,433	2,475	34	20	209	52%	56%	49	44	43	18	56	101	108	118	91	74	79	56	
Kilfennan	1,892	1,419	1,907	1,520	15	15	101	75%	80%	11	12	21	10	47	30	72	58	43	34	37	30	
Lisnagelvin	1,895	1,301	1,910	1,397	15	33	95	69%	73%	12	11	17	10	45	28	67	54	41	30	35	30	
New Buildings	2,138	1,514	2,155	1,604	17	6	89	71%	74%	11	11	18	15	36	14	75	51	38	24	34	31	
Pennyburn	1,463	976	1,474	1,075	11	3,517	99	67%	73%	17	8	24	13	36	18	81	57	42	25	41	33	
Rosemount	1,671	951	1,684	1,063	13	14	112	57%	63%	11	8	13	14	65	32	79	64	48	37	41	34	
Shantallow East	1,483	748	1,494	878	12	8	130	50%	59%	35	24	32	13	27	67	62	73	56	48	49	33	
Shantallow West	4,494	2,266	4,529	2,589	35	26	323	50%	57%	63	71	72	56	62	146	177	183	140	127	118	78	
Springtown	2,118	1,347	2,135	1,488	16	117	141	64%	70%	26	14	33	23	46	38	103	81	61	45	51	45	
Strand (Derry)	2,733	1,306	2,733	1,535	0	315	229	48%	56%	10	6	13	20	179	116	112	129	99	93	75	60	
The Diamond	1,314	677	1,314	782	0	220	105	52%	60%	10	7	10	9	68	66	40	59	46	43	36	26	
Victoria	2,155	1,132	2,172	1,218	17	78	86	53%	56%	17	13	16	8	31	19	66	49	37	26	33	27	
Westland	1,234	722	1,244	819	10	14	97	58%	66%	18	15	23	9	32	46	51	55	42	35	36	26	
D-L total	72,628	41,366	73,162	45,443	534	5,041	4,077	57%	62%	686	580	841	497	1,473	1,517	2,559	2,321	1,755	1,395	1,530	1,151	
Bottom 15% most deprived wards in NI	26,967	13,295	27,146	15,123	178	768	1,828	49%	56%	335	269	360	218	646	806	1,022	1,038	790	675	669	484	
% D-L total	37%	32%	37%	33%	33%	15%	45%	-	-	49%	46%	43%	44%	44%	53%	40%	45%	45%	48%	44%	42%	
Bottom 15% most deprived wards in NI (excluding Strand)	24,234	11,989	24,412	13,588	178	452	1,599	49%	56%	325	263	346	198	466	690	910	908	691	582	593	424	
% D-L total	33%	29%	33%	30%	33%	9%	39%	-	-	47%	45%	41%	40%	32%	45%	36%	39%	39%	42%	39%	37%	



Table 2a: City of Culture with Intervention

	2020 (baseline)		2020 (Regeneration Plan)		2020 (Regeneration Plan impact)			2020 (resident employment rate)		2020 (Regeneration Plan resident employment impact)												
	Working age pop	Resident employment	Working age pop	Resident employment	Working age pop	Workplace employment (people-based)	Resident employment	Baseline	Regeneration Plan	NVQ 0	NVQ 1	NVQ 2	NVQ 3	NVQ 4/5	From unemployment	From economic inactivity	Male	Female	16-34	35-49	50-64	
Bottom 15% most deprived wards in NI shaded MDM 2010																						
Altnagelvin	3,065	2,041	3,070	2,120	6	41	79	67%	69%	16	12	14	9	29	25	55	46	33	27	31	22	
Ballynashallog	1,973	1,442	1,976	1,499	4	12	57	73%	76%	5	4	9	7	32	9	49	34	24	13	24	20	
Banagher	2,429	1,504	2,434	1,549	4	16	45	62%	64%	12	6	11	5	11	18	27	26	19	16	16	13	
Beechwood	1,310	797	1,312	834	2	5	36	61%	64%	8	5	7	5	11	12	24	21	15	11	13	12	
Brandywell	1,146	539	1,148	570	2	17	31	47%	50%	12	5	4	3	7	12	19	18	13	10	12	9	
Carnhill	1,786	1,001	1,790	1,040	3	22	40	56%	58%	12	7	9	6	6	15	25	23	17	13	16	11	
Caw	1,433	956	1,436	999	3	43	43	67%	70%	13	5	9	5	11	15	28	25	18	15	17	12	
Clondermot	2,120	1,394	2,124	1,436	4	12	42	66%	68%	9	7	9	6	10	8	34	25	17	12	16	14	
Claudy	1,839	1,137	1,842	1,182	3	28	45	62%	64%	10	6	8	5	17	11	34	26	19	13	18	14	
Creggan Central	1,670	618	1,673	662	3	5	44	37%	40%	16	8	9	5	7	24	21	26	19	17	16	11	
Creggan South	1,340	581	1,342	615	2	8	34	43%	46%	14	6	5	4	6	17	17	20	14	13	14	8	
Crevagh	4,630	1,957	4,639	2,058	9	14	101	42%	44%	25	18	22	12	23	41	60	58	42	37	37	26	
Culmore	7,012	3,580	7,025	3,719	13	23	139	51%	53%	23	21	31	18	46	57	82	80	59	49	52	38	
Ebrington	2,048	1,495	2,052	1,555	4	933	60	73%	76%	11	13	12	8	15	14	46	35	25	20	24	17	
Eglinton	3,192	2,148	3,198	2,240	6	103	92	67%	70%	23	16	18	11	25	38	54	53	39	28	36	28	
Enagh	4,215	1,903	4,223	1,992	8	68	89	45%	47%	20	14	18	12	25	30	59	52	37	32	33	24	
Foyle Springs	2,430	1,649	2,434	1,709	4	103	61	68%	70%	9	10	10	7	25	7	54	36	25	16	25	20	
Holly Mount	4,399	2,266	4,407	2,368	8	14	102	52%	54%	31	20	21	9	21	48	54	59	43	36	39	27	
Kilfennan	1,892	1,419	1,895	1,488	3	11	69	75%	78%	12	9	15	8	25	21	48	40	29	23	25	20	
Lisnagelvin	1,895	1,301	1,898	1,363	3	24	62	69%	72%	14	9	13	7	20	19	43	36	26	20	23	19	
New Buildings	2,138	1,514	2,142	1,570	4	5	56	71%	73%	10	8	11	8	19	9	47	33	23	15	21	19	
Pennyburn	1,463	976	1,466	1,017	3	96	41	67%	69%	6	5	8	6	17	6	35	24	17	10	17	14	
Rosemount	1,671	951	1,674	991	3	12	40	57%	59%	7	4	5	5	18	12	28	23	17	13	15	12	
Shantallow East	1,483	748	1,485	788	3	6	40	50%	53%	12	7	7	5	9	21	20	23	17	15	15	10	
Shantallow West	4,494	2,266	4,502	2,365	8	18	99	50%	53%	26	19	17	12	26	42	57	57	42	39	36	24	
Springtown	2,118	1,347	2,122	1,401	4	111	54	64%	66%	9	7	11	8	19	13	42	32	23	17	20	18	
Strand (Derry)	2,733	1,306	2,733	1,380	0	230	73	48%	50%	7	4	6	7	49	36	38	42	31	30	24	20	
The Diamond	1,314	677	1,314	717	0	167	40	52%	55%	7	4	5	5	19	24	17	23	17	16	14	10	
Victoria	2,155	1,132	2,159	1,177	4	45	45	53%	55%	12	7	7	5	14	11	34	26	19	14	17	14	
Westland	1,234	722	1,237	757	2	13	35	58%	61%	9	5	6	5	10	17	18	20	15	12	13	9	
D-L total	72,628	41,366	72,755	43,162	127	2,205	1,795	57%	59%	400	272	337	216	571	628	1,167	1,041	754	602	678	516	
Bottom 15% most deprived wards in NI	26,967	13,295	27,009	13,954	42	561	659	49%	52%	168	99	108	80	204	281	378	381	278	241	242	176	
% D-L total	37%	32%	37%	32%	33%	25%	37%	-	-	42%	36%	32%	37%	36%	45%	32%	37%	37%	40%	36%	34%	
Bottom 15% most deprived wards in NI (excluding Strand)	24,234	11,989	24,276	12,574	42	331	585	49%	52%	161	95	103	72	155	246	340	339	247	211	217	157	
% D-L total	33%	29%	33%	29%	33%	15%	33%	-	-	40%	35%	30%	34%	27%	39%	29%	33%	33%	35%	32%	30%	



Table 3a: Higher Education Expansion

	2020 (baseline)		2020 (Regeneration Plan)		2020 (Regeneration Plan impact)			2020 (resident employment rate)		2020 (Regeneration Plan resident employment impact)											
	Working age pop	Resident employment	Working age pop	Resident employment	Working age pop	Workplace employment (people-based)	Resident employment	Baseline	Regeneration Plan	NVQ 0	NVQ 1	NVQ 2	NVQ 3	NVQ 4/5	From unemployment	From economic inactivity	Male	Female	16-34	35-49	50-64
Altnagelvin	3,065	2,041	3,205	2,067	140	100	26	67%	64%	4	3	4	4	11	10	16	13	14	9	10	7
Ballynashallog	1,973	1,442	2,063	1,466	90	3	24	73%	71%	2	2	4	3	14	4	20	12	12	6	10	8
Banagher	2,429	1,504	2,540	1,520	111	3	16	62%	60%	4	2	4	2	4	7	9	8	8	6	6	5
Beechwood	1,310	797	1,370	811	60	2	13	61%	59%	2	2	2	3	4	5	9	7	7	4	5	4
Brandywell	1,146	539	1,198	550	52	5	11	47%	46%	3	2	1	2	3	4	7	6	6	4	4	3
Carnhill	1,786	1,001	1,868	1,015	82	8	15	56%	54%	3	2	3	2	3	7	8	7	8	5	6	4
Caw	1,433	956	1,499	968	66	11	12	67%	65%	2	2	2	1	5	4	8	6	6	4	5	3
Clondermot	2,120	1,394	2,217	1,410	97	5	15	66%	64%	3	3	3	3	5	5	11	7	8	5	6	5
Claudy	1,839	1,137	1,923	1,153	84	13	16	62%	60%	2	2	2	2	7	5	10	8	8	5	6	5
Creggan Central	1,670	618	1,747	633	76	2	15	37%	36%	4	3	3	2	3	9	6	7	8	6	5	4
Creggan South	1,340	581	1,401	593	61	3	12	43%	42%	4	2	2	2	3	6	6	6	6	4	5	3
Crevagh	4,630	1,957	4,842	1,990	212	5	33	42%	41%	6	6	7	5	9	14	19	16	17	12	12	8
Culmore	7,012	3,580	7,333	3,630	321	7	50	51%	49%	6	7	10	8	19	23	27	24	26	18	19	13
Ebrington	2,048	1,495	2,142	1,510	94	8	15	73%	70%	2	3	3	2	5	5	10	7	8	5	6	4
Eglinton	3,192	2,148	3,339	2,169	146	33	22	67%	65%	4	3	4	3	9	9	13	11	11	7	8	7
Enagh	4,215	1,903	4,408	1,926	193	23	22	45%	44%	4	3	4	4	7	9	14	11	12	8	8	6
Foyle Springs	2,430	1,649	2,541	1,673	111	7	24	68%	66%	3	4	4	3	10	3	21	12	12	7	10	8
Holly Mount	4,399	2,266	4,600	2,297	201	6	31	52%	50%	8	6	6	4	8	15	17	15	16	11	12	9
Kilfennan	1,892	1,419	1,979	1,438	87	3	20	75%	73%	2	3	4	3	8	6	14	10	10	7	7	6
Lisnagelvin	1,895	1,301	1,982	1,317	87	11	16	69%	66%	2	2	3	2	6	6	10	8	8	5	6	5
New Buildings	2,138	1,514	2,236	1,534	98	1	20	71%	69%	3	3	4	4	7	3	17	10	10	5	8	7
Pennyburn	1,463	976	1,530	992	67	31	16	67%	65%	2	2	3	3	7	3	14	8	8	4	7	6
Rosemount	1,671	951	1,748	968	76	3	16	57%	55%	2	2	2	3	8	5	11	8	8	5	6	5
Shantallow East	1,483	748	1,551	761	68	2	13	50%	49%	3	2	2	2	4	7	6	6	7	5	5	3
Shantallow West	4,494	2,266	4,700	2,300	206	8	34	50%	49%	7	6	5	6	10	16	18	17	18	14	13	8
Springtown	2,118	1,347	2,215	1,367	97	9	20	64%	62%	3	3	4	3	7	5	16	10	10	6	7	7
Strand (Derry)	2,733	1,306	5,339	1,353	2,606	390	46	48%	25%	3	2	2	5	34	29	17	22	24	20	15	11
The Diamond	1,314	677	2,129	699	814	56	22	52%	33%	3	2	2	3	12	15	8	11	12	9	8	5
Victoria	2,155	1,132	2,253	1,146	99	13	14	53%	51%	3	2	2	2	5	5	9	7	7	5	5	4
Westland	1,234	722	1,291	735	56	4	13	58%	57%	3	2	2	2	4	6	7	6	7	5	5	4
D-L total	72,628	41,366	79,187	41,991	6,559	773	624	57%	53%	100	87	105	92	240	248	376	302	322	214	233	177
Bottom 15% most deprived wards in NI	26,967	13,295	31,436	13,554	4,469	499	258	49%	43%	46	34	38	38	103	128	130	125	134	97	93	68
% D-L total	37%	32%	40%	32%	68%	65%	41%	-	-	46%	39%	36%	41%	43%	52%	35%	41%	42%	46%	40%	38%
Bottom 15% most deprived wards in NI (excluding Strand)	24,234	11,989	26,097	12,201	1,863	109	212	49%	47%	43	32	35	33	69	99	114	102	110	78	78	56
% D-L total	33%	29%	33%	29%	28%	14%	34%	-	-	43%	37%	34%	36%	29%	40%	30%	34%	34%	36%	34%	32%



Table 4a: Foyle Valley Gateway with Intervention

	2020 (baseline)		2020 (Regeneration Plan)		2020 (Regeneration Plan impact)			2020 (resident employment rate)		2020 (Regeneration Plan resident employment impact)												
	Working age pop	Resident employment	Working age pop	Resident employment	Working age pop	Workplace employment (people-based)	Resident employment	Baseline	Regeneration Plan	NVQ 0	NVQ 1	NVQ 2	NVQ 3	NVQ 4/5	From unemployment	From economic inactivity	Male	Female	16-34	35-49	50-64	
Bottom 15% most deprived wards in NI shaded MDM 2010																						
Altnagelvin	3,065	2,041	3,065	2,047	1	2	7	67%	67%	2	1	1	1	2	2	5	4	3	2	3	2	
Ballynashallog	1,973	1,442	1,973	1,449	0	1	7	73%	73%	1	1	1	1	3	1	6	4	3	2	3	2	
Banagher	2,429	1,504	2,430	1,508	1	1	4	62%	62%	1	1	1	0	1	2	2	2	2	1	1	1	
Beechwood	1,310	797	1,310	804	0	0	7	61%	61%	2	1	1	1	1	2	5	4	3	2	2	2	
Brandywell	1,146	539	1,146	544	0	95	5	47%	47%	2	1	1	1	1	2	4	3	2	2	2	2	
Carnhill	1,786	1,001	1,787	1,006	0	1	5	56%	56%	2	1	1	1	1	2	3	3	2	2	2	2	
Caw	1,433	956	1,433	959	0	2	3	67%	67%	1	1	1	0	1	1	2	2	1	1	1	1	
Clondermot	2,120	1,394	2,120	1,398	0	1	4	66%	66%	1	1	1	1	1	1	3	2	2	1	1	1	
Claudy	1,839	1,137	1,839	1,141	0	2	4	62%	62%	1	1	1	0	1	1	3	2	2	1	2	1	
Creggan Central	1,670	618	1,671	625	0	0	7	37%	37%	3	2	2	1	1	4	3	4	3	3	3	2	
Creggan South	1,340	581	1,340	587	0	0	6	43%	44%	3	1	1	1	1	3	3	4	3	2	2	1	
Crevagh	4,630	1,957	4,631	1,973	1	1	16	42%	43%	4	4	4	2	3	7	9	9	7	6	6	4	
Culmore	7,012	3,580	7,013	3,597	1	1	17	51%	51%	3	3	4	2	4	7	10	10	7	6	6	5	
Ebrington	2,048	1,495	2,049	1,498	0	2	3	73%	73%	1	1	1	0	1	1	3	2	1	1	1	1	
Eglinton	3,192	2,148	3,193	2,154	1	6	6	67%	67%	2	1	1	1	2	3	3	4	3	2	2	2	
Enagh	4,215	1,903	4,216	1,910	1	4	7	45%	45%	2	2	2	1	1	3	4	4	3	3	3	2	
Foyle Springs	2,430	1,649	2,430	1,660	1	5	11	68%	68%	2	3	2	1	3	1	10	7	5	3	5	4	
Holly Mount	4,399	2,266	4,399	2,276	1	1	10	52%	52%	3	2	2	1	1	5	5	6	4	4	4	3	
Kilfennan	1,892	1,419	1,892	1,424	0	1	5	75%	75%	1	1	1	1	1	1	4	3	2	2	2	1	
Lisnagelvin	1,895	1,301	1,895	1,306	0	1	5	69%	69%	1	1	1	1	1	1	3	3	2	1	2	1	
New Buildings	2,138	1,514	2,139	1,519	0	0	5	71%	71%	1	1	1	1	1	1	4	3	2	1	2	2	
Pennyburn	1,463	976	1,463	981	0	5	5	67%	67%	1	1	1	1	2	1	5	3	2	1	2	2	
Rosemount	1,671	951	1,672	959	0	1	8	57%	57%	2	1	1	1	2	2	6	5	3	2	3	2	
Shantallow East	1,483	748	1,483	753	0	0	5	50%	51%	2	1	1	1	1	3	2	3	2	2	2	1	
Shantallow West	4,494	2,266	4,495	2,278	1	1	13	50%	51%	3	3	2	2	2	6	7	8	5	5	5	3	
Springtown	2,118	1,347	2,119	1,355	0	4	8	64%	64%	1	1	2	1	2	2	6	5	3	2	3	3	
Strand (Derry)	2,733	1,306	2,733	1,315	0	11	9	48%	48%	1	1	1	1	5	4	5	5	4	3	3	2	
The Diamond	1,314	677	1,314	682	0	91	5	52%	52%	1	1	1	1	2	3	3	3	2	2	2	1	
Victoria	2,155	1,132	2,155	1,136	0	3	4	53%	53%	1	1	1	0	1	1	3	3	2	1	2	1	
Westland	1,234	722	1,235	728	0	12	6	58%	59%	2	1	1	1	1	3	3	3	2	2	2	2	
D~L total	72,628	41,366	72,643	41,575	15	255	209	57%	57%	51	41	43	26	48	74	135	123	86	70	79	60	
Bottom 15% most deprived wards in NI	26,967	13,295	26,972	13,392	5	216	97	49%	50%	27	19	18	12	20	41	56	57	40	35	36	26	
% D~L total	37%	32%	37%	32%	33%	85%	46%	-	-	53%	47%	43%	47%	42%	55%	42%	46%	47%	50%	45%	44%	
Bottom 15% most deprived wards in NI (excluding Strand)	24,234	11,989	24,239	12,077	5	205	88	49%	50%	26	19	18	11	16	37	51	52	36	32	33	24	
% D~L total	33%	29%	33%	29%	33%	80%	42%	-	-	51%	45%	41%	42%	32%	50%	38%	42%	42%	45%	42%	40%	

Table 5a: Co-operative and Social Enterprise HUB

	2020 (baseline)		2020 (Regeneration Plan)		2020 (Regeneration Plan impact)			2020 (resident employment rate)		2020 (Regeneration Plan resident employment impact)												
	Working age pop	Resident employment	Working age pop	Resident employment	Working age pop	Workplace employment (people-based)	Resident employment	Baseline	Regeneration Plan	NVQ 0	NVQ 1	NVQ 2	NVQ 3	NVQ 4/5	From unemployment	From economic inactivity	Male	Female	16-34	35-49	50-64	
Bottom 15% most deprived wards in NI shaded MDM 2010																						
Altnagelvin	3,065	2,041	3,067	2,055	2	6	14	67%	67%	4	2	2	1	5	4	10	5	9	5	5	4	
Ballynashallog	1,973	1,442	1,974	1,456	1	2	14	73%	74%	2	1	2	1	7	2	12	5	9	3	6	5	
Banagher	2,429	1,504	2,430	1,518	1	50	14	62%	62%	4	2	4	2	3	5	9	5	9	5	5	4	
Beechwood	1,310	797	1,311	808	1	1	11	61%	62%	3	1	2	2	3	3	8	4	7	3	4	4	
Brandywell	1,146	539	1,147	567	1	90	28	47%	49%	8	4	5	3	9	10	19	9	19	9	11	8	
Carnhill	1,786	1,001	1,787	1,015	1	3	15	56%	57%	5	3	4	2	1	5	9	5	10	5	6	4	
Caw	1,433	956	1,434	962	1	5	6	67%	67%	2	1	1	1	1	2	4	2	4	2	2	2	
Clondermot	2,120	1,394	2,121	1,404	1	49	10	66%	66%	2	2	2	1	2	2	8	3	7	3	4	3	
Claudy	1,839	1,137	1,840	1,145	1	5	8	62%	62%	2	1	2	1	2	2	6	3	5	2	3	3	
Creggan Central	1,670	618	1,671	655	1	88	38	37%	39%	10	6	8	4	9	17	20	12	25	14	14	10	
Creggan South	1,340	581	1,340	613	1	89	32	43%	46%	9	5	5	4	9	14	18	10	21	11	13	8	
Crevagh	4,630	1,957	4,633	1,991	3	2	34	42%	43%	8	6	8	5	6	14	20	11	23	12	13	9	
Culmore	7,012	3,580	7,016	3,622	4	3	42	51%	52%	7	6	11	6	12	18	24	14	28	15	16	12	
Ebrington	2,048	1,495	2,050	1,502	1	5	7	73%	73%	1	2	1	1	2	1	6	2	5	2	3	2	
Eglinton	3,192	2,148	3,194	2,161	2	14	13	67%	68%	3	3	3	1	4	6	8	4	9	4	5	4	
Enagh	4,215	1,903	4,218	1,924	2	26	21	45%	46%	4	4	5	4	4	8	12	7	14	8	8	6	
Foyle Springs	2,430	1,649	2,431	1,666	1	11	17	68%	69%	3	3	3	2	6	2	16	6	11	5	7	6	
Holly Mount	4,399	2,266	4,401	2,291	3	2	25	52%	52%	7	6	7	2	4	13	12	8	17	9	10	7	
Kilfennan	1,892	1,419	1,893	1,429	1	2	10	75%	75%	2	2	2	1	4	3	7	3	7	3	4	3	
Lisnagelvin	1,895	1,301	1,896	1,311	1	4	10	69%	69%	2	1	2	1	4	3	7	3	6	3	4	3	
New Buildings	2,138	1,514	2,140	1,525	1	1	10	71%	71%	2	1	2	2	3	2	9	3	7	3	4	4	
Pennyburn	1,463	976	1,464	986	1	13	10	67%	67%	2	1	2	1	4	1	9	3	7	2	4	3	
Rosemount	1,671	951	1,672	966	1	1	14	57%	58%	3	1	2	2	7	4	10	5	10	5	5	4	
Shantallow East	1,483	748	1,484	781	1	76	33	50%	53%	9	6	7	3	9	18	15	11	22	12	12	8	
Shantallow West	4,494	2,266	4,497	2,319	3	78	53	50%	52%	14	11	10	8	11	22	31	18	36	20	20	13	
Springtown	2,118	1,347	2,119	1,361	1	12	15	64%	64%	3	2	3	2	4	3	11	5	10	4	5	5	
Strand (Derry)	2,733	1,306	2,733	1,340	0	31	34	48%	49%	2	1	1	3	26	19	14	11	23	14	11	9	
The Diamond	1,314	677	1,314	690	0	22	14	52%	53%	2	1	1	2	8	9	4	4	9	6	5	3	
Victoria	2,155	1,132	2,156	1,141	1	8	9	53%	53%	2	2	2	1	2	2	7	3	6	3	4	3	
Westland	1,234	722	1,235	732	1	2	10	58%	59%	3	2	2	1	3	5	5	3	7	4	4	3	
D-L total	72,628	41,366	72,668	41,938	40	702	572	57%	58%	127	88	111	71	175	221	351	189	383	194	216	162	
Bottom 15% most deprived wards in NI	26,967	13,295	26,981	13,620	13	492	325	49%	50%	76	49	57	40	103	144	181	107	218	117	121	87	
% D-L total	37%	32%	37%	32%	33%	70%	57%	-	-	60%	55%	51%	57%	59%	65%	52%	57%	57%	60%	56%	54%	
Bottom 15% most deprived wards in NI (excluding Strand)	24,234	11,989	24,247	12,280	13	460	291	49%	51%	74	48	55	37	77	124	167	96	195	103	110	78	
% D-L total	33%	29%	33%	29%	33%	66%	51%	-	-	58%	54%	50%	52%	44%	56%	47%	51%	51%	53%	51%	48%	

Table 6a: Eco-City with Intervention

	2020 (baseline)		2020 (Regeneration Plan)		2020 (Regeneration Plan impact)			2020 (resident employment rate)		2020 (Regeneration Plan resident employment impact)												
	Working age pop	Resident employment	Working age pop	Resident employment	Working age pop	Workplace employment (people-based)	Resident employment	Baseline	Regeneration Plan	NVQ 0	NVQ 1	NVQ 2	NVQ 3	NVQ 4/5	From unemployment	From economic inactivity	Male	Female	16-34	35-49	50-64	
Bottom 15% most deprived wards in NI shaded MDM 2010																						
Altnagelvin	3,065	2,041	3,068	2,079	3	29	38	67%	68%	9	8	6	5	10	11	27	27	11	13	15	10	
Ballynashallog	1,973	1,442	1,975	1,470	2	12	28	73%	74%	3	4	4	4	13	4	24	20	8	6	12	10	
Banagher	2,429	1,504	2,431	1,530	2	66	26	62%	63%	8	6	6	3	4	10	16	18	8	9	9	8	
Beechwood	1,310	797	1,311	818	1	6	20	61%	62%	5	4	3	4	4	7	14	14	6	6	7	7	
Brandywell	1,146	539	1,147	556	1	10	17	47%	48%	7	3	2	2	2	6	10	12	5	5	6	5	
Carnhill	1,786	1,001	1,788	1,024	2	21	24	56%	57%	7	6	4	4	3	9	15	17	7	8	9	7	
Caw	1,433	956	1,434	974	1	43	19	67%	68%	6	4	3	2	4	6	12	13	6	6	7	5	
Clondermot	2,120	1,394	2,122	1,418	2	21	24	66%	67%	6	6	4	4	5	4	20	17	7	7	9	8	
Claudy	1,839	1,137	1,840	1,159	2	28	22	62%	63%	5	4	4	3	5	5	16	15	6	6	9	7	
Creggan Central	1,670	618	1,672	642	2	3	24	37%	38%	9	6	4	3	2	14	11	17	7	10	8	6	
Creggan South	1,340	581	1,341	601	1	5	20	43%	45%	8	4	3	3	2	10	10	14	6	7	8	4	
Crevagh	4,630	1,957	4,634	2,012	4	18	55	42%	43%	15	14	10	7	9	23	31	38	17	21	20	14	
Culmore	7,012	3,580	7,018	3,653	6	37	73	51%	52%	14	16	14	12	17	30	43	51	22	26	27	19	
Ebrington	2,048	1,495	2,050	1,522	2	23	27	73%	74%	4	8	5	4	5	6	22	19	8	9	11	8	
Eglinton	3,192	2,148	3,195	2,185	3	123	37	67%	68%	9	8	6	5	9	16	21	26	11	12	14	11	
Enagh	4,215	1,903	4,219	1,940	4	68	37	45%	46%	9	8	7	6	7	14	23	26	11	14	14	10	
Foyle Springs	2,430	1,649	2,432	1,682	2	123	33	68%	69%	6	8	5	5	9	4	29	23	10	9	13	11	
Holly Mount	4,399	2,266	4,403	2,318	4	22	53	52%	53%	17	14	9	5	7	26	26	37	16	19	20	14	
Kilfennan	1,892	1,419	1,894	1,448	2	14	30	75%	76%	5	7	5	4	8	8	22	21	9	10	11	9	
Lisnagelvin	1,895	1,301	1,897	1,327	2	18	26	69%	70%	6	6	4	4	6	7	19	18	8	8	10	8	
New Buildings	2,138	1,514	2,140	1,542	2	6	28	71%	72%	6	6	5	5	7	5	23	19	8	7	11	10	
Pennyburn	1,463	976	1,464	998	1	116	22	67%	68%	4	4	4	4	7	3	19	15	6	5	9	7	
Rosemount	1,671	951	1,673	973	2	8	22	57%	58%	4	3	3	4	7	6	16	15	7	7	8	7	
Shantallow East	1,483	748	1,484	771	1	3	23	50%	52%	7	5	3	4	3	11	11	16	7	8	8	6	
Shantallow West	4,494	2,266	4,498	2,320	4	26	55	50%	52%	15	14	8	8	9	25	30	38	17	22	20	13	
Springtown	2,118	1,347	2,120	1,377	2	53	30	64%	65%	6	6	6	5	7	7	22	21	9	9	11	10	
Strand (Derry)	2,733	1,306	2,733	1,338	0	89	32	48%	49%	4	3	2	5	17	14	18	22	10	13	11	9	
The Diamond	1,314	677	1,314	695	0	58	18	52%	53%	4	3	2	3	6	9	8	12	5	7	6	5	
Victoria	2,155	1,132	2,157	1,154	2	39	22	53%	53%	6	5	3	3	4	5	16	15	6	7	8	7	
Westland	1,234	722	1,236	741	1	9	19	58%	60%	5	4	3	3	3	9	10	13	6	7	7	5	
D-L total	72,628	41,366	72,691	42,267	63	1,097	900	57%	58%	222	197	147	131	203	316	584	630	270	305	339	256	
Bottom 15% most deprived wards in NI	26,967	13,295	26,988	13,644	21	293	349	49%	51%	99	75	52	50	73	149	200	243	105	129	128	92	
% D-L total	37%	32%	37%	32%	33%	27%	39%	-	-	45%	38%	35%	39%	36%	47%	34%	39%	39%	42%	38%	36%	
Bottom 15% most deprived wards in NI (excluding Strand)	24,234	11,989	24,255	12,306	21	204	317	49%	51%	95	71	49	45	56	135	182	221	96	116	117	84	
% D-L total	33%	29%	33%	29%	33%	19%	35%	-	-	43%	36%	33%	35%	28%	43%	31%	35%	35%	38%	35%	33%	

Table ALLa: All Catalyst Projects

	2020 (baseline)		2020 (Regeneration Plan)		2020 (Regeneration Plan impact)			2020 (resident employment rate)		2020 (Regeneration Plan resident employment impact)												
	Working age pop	Resident employment	Working age pop	Resident employment	Working age pop	Workplace employment (people-based)	Resident employment	Baseline	Regeneration Plan	NVQ 0	NVQ 1	NVQ 2	NVQ 3	NVQ 4/5	From unemployment	From economic inactivity	Male	Female	16-34	35-49	50-64	
Bottom 15% most deprived wards in NI shaded MDM 2010																						
Altnagelvin	3,065	2,041	3,309	2,377	244	280	336	67%	72%	67	45	61	35	129	265	71	190	146	149	115	71	
Ballynashallog	1,973	1,442	2,130	1,709	157	58	266	73%	80%	29	21	48	35	133	159	107	155	111	101	95	70	
Banagher	2,429	1,504	2,623	1,697	193	204	193	62%	65%	57	35	39	16	45	148	45	109	83	84	62	46	
Beechwood	1,310	797	1,414	999	104	29	202	61%	71%	41	26	32	27	75	157	44	114	87	88	60	54	
Brandywell	1,146	539	1,237	707	91	306	168	47%	57%	55	30	30	21	33	135	33	95	73	69	61	38	
Carnhill	1,786	1,001	1,929	1,286	142	121	285	56%	67%	67	47	54	43	75	242	44	161	124	123	96	66	
Caw	1,433	956	1,547	1,106	114	179	150	67%	71%	45	24	24	14	43	111	39	85	65	63	54	33	
Clondermot	2,120	1,394	2,289	1,613	169	143	219	66%	70%	38	29	34	33	84	167	52	124	95	93	74	52	
Claudy	1,839	1,137	1,985	1,336	146	162	199	62%	67%	39	32	42	21	64	156	43	112	86	82	70	46	
Creggan Central	1,670	618	1,803	874	133	166	256	37%	48%	73	50	52	28	54	215	41	145	112	116	83	57	
Creggan South	1,340	581	1,446	775	107	176	194	43%	54%	66	34	39	25	30	158	36	110	84	83	72	39	
Crevagh	4,630	1,957	4,999	2,500	369	74	543	42%	50%	109	113	138	77	106	394	149	308	234	239	182	122	
Culmore	7,012	3,580	7,570	4,514	558	131	934	51%	60%	111	161	199	116	347	762	171	528	406	415	310	209	
Ebrington	2,048	1,495	2,212	1,716	163	969	221	73%	78%	33	36	50	25	77	178	43	125	96	97	77	47	
Eglinton	3,192	2,148	3,447	2,450	254	480	302	67%	71%	72	37	49	48	97	221	81	172	131	116	109	77	
Enagh	4,215	1,903	4,551	2,329	336	336	426	45%	51%	54	96	120	57	98	328	98	241	185	189	142	94	
Foyle Springs	2,430	1,649	2,623	1,957	194	388	309	68%	75%	54	45	61	39	111	188	121	176	132	122	109	78	
Holly Mount	4,399	2,266	4,749	2,725	350	81	459	52%	57%	128	84	88	73	85	344	115	260	199	193	163	103	
Kilfennan	1,892	1,419	2,043	1,639	151	63	220	75%	80%	42	31	41	23	83	146	74	126	94	93	74	52	
Lisnagelvin	1,895	1,301	2,046	1,521	151	117	219	69%	74%	43	32	40	18	86	159	60	125	95	88	75	56	
New Buildings	2,138	1,514	2,309	1,712	170	25	198	71%	74%	40	28	42	30	58	101	97	113	84	70	70	58	
Pennyburn	1,463	976	1,579	1,195	116	3,476	219	67%	76%	35	23	43	30	88	138	82	125	94	78	81	60	
Rosemount	1,671	951	1,804	1,200	133	54	248	57%	66%	35	24	33	39	118	182	66	141	107	107	83	59	
Shantallow East	1,483	748	1,601	974	118	148	226	50%	61%	70	36	43	30	46	180	46	128	98	99	79	49	
Shantallow West	4,494	2,266	4,852	2,896	358	220	631	50%	60%	130	113	141	83	162	518	113	356	274	289	210	132	
Springtown	2,118	1,347	2,287	1,623	169	391	276	64%	71%	58	41	61	41	76	180	96	157	119	119	88	69	
Strand (Derry)	2,733	1,306	5,339	1,879	2,606	1,343	573	48%	35%	34	35	36	54	414	464	109	324	249	266	182	125	
The Diamond	1,314	677	2,129	929	814	788	252	52%	44%	32	28	24	28	139	224	28	142	110	114	84	53	
Victoria	2,155	1,132	2,326	1,362	172	251	229	53%	59%	44	43	47	33	63	185	44	130	100	101	78	50	
Westland	1,234	722	1,333	889	98	73	167	58%	67%	49	23	32	16	46	126	41	95	72	69	56	41	
D-L total	72,628	41,366	81,510	50,487	8,882	11,230	9,120	57%	62%	1,750	1,404	1,743	1,158	3,065	6,931	2,189	5,173	3,947	3,917	3,093	2,109	
Bottom 15% most deprived wards in NI	26,967	13,295	32,213	17,270	5,245	3,747	3,974	49%	54%	804	603	701	505	1,361	3,180	794	2,249	1,726	1,762	1,326	886	
% D-L total	37%	32%	40%	34%	59%	33%	44%	-	-	46%	43%	40%	44%	44%	46%	36%	43%	44%	45%	43%	42%	
Bottom 15% most deprived wards in NI (excluding Strand)	24,234	11,989	26,873	15,390	2,640	2,404	3,402	49%	57%	771	568	664	451	948	2,717	685	1,925	1,477	1,496	1,144	761	
% D-L total	33%	29%	33%	30%	30%	21%	37%	-	-	44%	40%	38%	39%	31%	39%	31%	37%	37%	38%	37%	36%	

2020 (Regeneration Plan Impact) Resident Employer

	Digital City		City of Culture		Higher Education		Foyle Gateway		Co-operative & Social		Eco City		All catalyst projects	
	With supply side interv	Without supply side interv	With supply side interv	Without supply side interv	With supply side interv	Without supply side interv	With supply side interv	Without supply side interv	With supply side interv	Without supply side interv	With supply side interv	Without supply side interv	With supply side interv	Without supply side interv
Bottom 15% most deprived wards in NI shaded MDM 2010														
Banagher	81	43	45	36	16	14	4	2	14	13	26	25	193	160
Beechwood	85	69	36	46	13	22	7	12	11	25	20	29	202	255
Brandywell	71	38	31	22	11	11	5	6	28	12	17	14	168	125
Carn Hill	124	78	40	30	15	12	5	5	15	14	24	20	285	209
Caw	64	45	43	44	12	12	3	3	6	8	19	21	150	155
Claudy	77	74	42	50	15	19	4	4	10	17	24	33	219	238
Clondermot	77	59	45	46	16	18	4	5	8	14	22	26	199	203
Creggan Central	115	53	44	22	15	9	7	6	38	12	24	14	256	134
Creggan South	94	59	34	29	12	14	6	8	32	17	20	20	194	186
Crevagh	259	179	101	92	33	45	16	25	34	50	55	57	543	536
Culmore	449	278	139	119	50	46	17	18	42	51	73	72	934	795
Ebrington	80	76	60	73	15	19	3	5	7	13	27	41	221	251
Eglinton	131	91	92	90	22	21	6	5	13	16	37	41	302	315
Enagh	157	76	89	72	22	15	7	4	21	12	37	28	426	235
Foyle Springs	138	112	61	71	24	32	11	16	17	36	33	44	309	391
Holly Mount	209	92	102	66	31	24	10	6	25	20	53	38	459	297
Kilfennan	101	83	69	68	20	24	5	6	10	19	30	42	220	304
Lisnagelvin	95	66	62	57	16	13	5	4	10	12	26	25	219	208
New Buildings	89	87	56	69	20	32	5	7	10	26	28	47	198	303
Pennyburn	99	73	41	50	16	22	5	9	10	22	22	31	219	240
Rosemount	112	85	40	42	16	21	8	11	14	25	22	27	248	285
Shantallow East	130	68	40	29	13	11	5	4	33	14	23	20	226	176
Shantallow West	323	189	99	83	34	33	13	13	53	39	55	55	631	538
Springtown	141	110	54	63	20	27	8	12	15	32	30	42	276	331
Strand	229	121	73	43	46	24	9	8	34	15	32	23	573	280
The Diamond	105	57	40	29	22	16	5	5	14	9	18	15	252	156
Victoria	86	59	45	43	14	15	4	5	9	13	22	23	229	193
Westland	97	52	35	32	13	15	6	8	10	17	19	20	167	178
D-L total	4,077	2,670	1,795	1,668	624	642	209	239	572	623	900	978	9,120	8,340
Bottom 15% most deprived wards in NI	1,828	1,107	659	541	258	247	97	116	325	260	349	338	3,974	3,252
% D-L total	44.8%	41.5%	36.7%	32.4%	41.4%	38.5%	46.5%	48.6%	56.7%	41.7%	38.7%	34.5%	43.6%	39.0%
Bottom 15% most deprived wards in NI (excluding Strand)	1,599	986	585	498	212	223	88	108	291	245	317	315	3,402	2,972
% D-L total	39%	37%	33%	30%	34%	35%	42%	45%	51%	39%	35%	32%	37%	36%

Glossary

ACNI	Arts Council Northern Ireland	FTE	Full Time Equivalent
CBI	Confederation of British Industry	GVA	Gross Value Added
CCI	City Centre Initiative	HT	Heritage Trust
CCMS	Council for Catholic Maintained Schools	ICT	Information and Communications Technology
CDB	County Development Board	INTERREG	Funding Programme financed by European Regional Development Fund
CF	Cultural Forum	IT	Information Technology
CFC	Child Friendly Community	ITS	Integrated Transport Strategy
CoC	City of Culture	JV	Joint Venture
C-TRIC	Clinical Translational Research and Innovation Centre	LABV	Local Asset Backed Vehicles
C&V	Community and Voluntary	LDS	Local Development Strategy
DARD	Department of Agriculture and Rural Development	LGBT	Lesbian, Gay, Bisexual, Transgender
DAT	Digital Action Team	LGD	Local Government District
DCAL	Department for Culture, Arts and Leisure	LYIT	Letterkenny Institute of Technology
DCC	Derry City Council	MaSN	Maximum Student Numbers
DE	Department of Education	MoR	Management of Risk
DEL	Department of Employment and Learning	MSP	Managing Successful Programmes
DETI	Department for Enterprise, Trade and Investment	NIEA	Northern Ireland Environment Agency
DHC	Derry Healthy Cities	NIHE	Northern Ireland Housing Executive
DHSSPS	Department of Health, Social Services and Public Safety	NISP	Northern Ireland Science Park
D~L	Derry~Londonderry	NISRA	Northern Ireland Statistics and Research Agency
DRD	Department for Regional Development	NITB	Northern Ireland Tourist Board
DSD	Department for Social Development	NMNI	National Museums Northern Ireland
DVCB	Derry Visitor and Convention Bureau	NWDO	North West Development Office
ESA	Education and Skills Authority	NWGI	North West Gateway Initiative
EU 2020	Europe Union Growth Strategy until 2020	NWPB	North West Partnership Board
FDI	Foreign Direct Investment	NWRC	North West Regional College
FLC	Foyle Learning Community		

NRP	Neighbourhood Renewal Partnership	SWG	Sectoral Working Group
NWRSP	North West Regional Science Park	TBA	To Be Added
NWWDF	North West Workforce Development Forum	TBC	To Be Confirmed
OECD	Organisation for Economic Co-operation and Development	Triax	Neighbourhood Renewal Partnership covering the Brandywell, Creggan, Bogside and Fountain areas
OFMdFM	Office of the First Minister and deputy First Minister	UNICEF	United Nations International Children's Emergency Fund
P&R	Park and Ride	UU	University of Ulster
PRINCEII	Projects Running in a Controlled Environment	WACP	Western Area Childcare
PS	Planning Service	WELB	Western Education and Library Board
PSEEP	Pre-School Educational Expansion Programme	WHO	World Health Organisation
PSNI	Police Service of Northern Ireland	WHSCT	Western Health and Social Care Trust
QBC	Quality Bus Corridor		
R&D	Research and Development		
RAPID	Rural Area Partnership in Derry		
SEC	School Employer Connections		
SCP	Sustainable City Partnership		
SIC	Standard Industrial Classification		
SMT	Superimposition Mapping Toolkit		
SOA	Super Output Area		
STEM	Science, Technology, Engineering, Maths		
Step Up	Step-Up is a unique and innovative interventionist programme that provides new learning opportunities for talented young people who live in areas of social and economic disadvantage. The programme aims to raise pupil's aspirations, expectations and academic performance, thereby enabling them to progress to Higher Education.		

A Step Change for Derry~Londonderry – Key Milestones to 1st January 2013

2011/12

Quarter 1

- Regeneration - One Plan for Derry~Londonderry completed
- Regeneration Fund Working Group established
- Virtual Learning Environment Pilot established
- Early Intervention Partnership established
- City of Culture £10m Capital Fund established
- European Youth Capital 2014 application completed
- New City Regeneration Unit established
- Peace Bridge construction completed
- Ebrington Culture Hub funding application completed
- City lighting project funding confirmed
- Skills strategy and action plan document completed
- City of Culture Company Board in place
- Peace Bridge open

2011/12

Quarter 2

- 1st meeting of new City Regeneration Strategy Board
- Local Development System for delivery agreed
- Launch of integrated place marketing for the City
- Funding secured for Quayside development and commenced
- Establish North West Ireland working group to pursue UNESCO World Heritage Status
- Launch Diaspora Hall of Fame project at Milwaukee Fest
- Creative classroom project launched
- Skills Directorate established
- UNICEF Child Friendly City framework created
- Tourism and Hospitality skills programme underway

2011/12

Quarter 3

- Local Development Strategy in operation
- Citywide 100% superfast broadband infrastructure completed
- Ireland NW smart economy underway
- Decontamination contract for Fort George awarded
- NWRSP funding confirmed
- Business Case for Phase I University expansion completed
- Literacy and Numeracy pilot established
- Family support pilot established
- City of Culture programme completed
- Thermal mapping of the City confirmed
- Digital City Action Plan underway
- Ebrington Performance Plaza completed

2011/12

Quarter 4

- Fort George and Ebrington planning development frameworks agreed
- Foyle Valley Gateway feasibility completed
- City Health Plan completed
- Neighbourhood development plans completed
- Sustainable City study completed
- Charter of Rights for older people in place
- Retrofitting Action Plan in place
- Maritime Museum Building underway

A Step Change for Derry~Londonderry – Key Milestones to 1st January 2013

2012/13

Quarter 1

- New City Tourism Marketing organisation in place
- Quayside development completed
- City lighting project completed
- Clipper event
- 2012 Cultural Olympiad Peace Concert
- Ebrington clock tower refurbishment phase I underway

2012/13

Quarter 2

- QBC and Bus Priority completed
- Co-operative and Social Enterprise Hub established
- Green New Deal public works programme in place
- Decontamination of Fort George completed

2012/13

Quarter 3

- Walking and cycling network complete
- 700 jobs created in the City
- Tourism Development Strategy implemented
- CoC cultural capital projects completed
- 500 additional visitor bed spaces in place
- World Creative District recognition

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