

Developing Urban Strategies

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Contents

1. What do we mean by Urban?
2. Does geography matter?
3. Not another strategy?
4. Defining your Priorities
5. Team Birmingham
6. To conclude



1. What do we mean by Urban?

- Europe's changing urban landscape
- Emergence of Metropolitan Regions
- Does size matter?
- Understanding the geography
- Who draws the lines?





2. Does geography matter?

- Defining your functional urban area
- Choice or imposition?
- Does this bring any challenges?
- Metropolitan Governance is complex



2. Does geography matter?

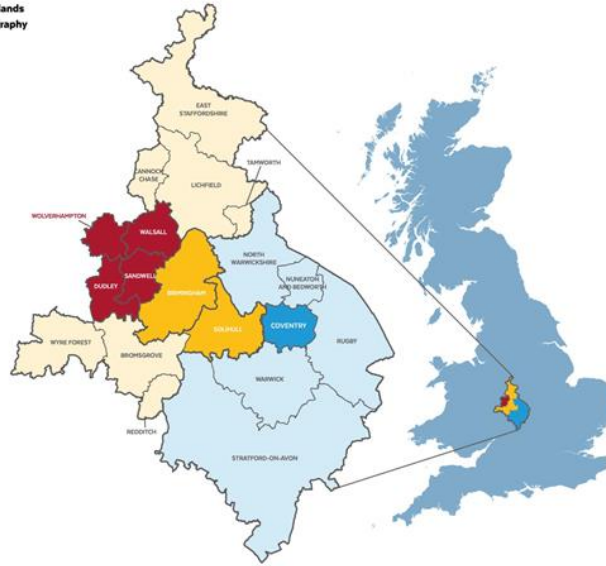
- Different models of governance
 - Strong – Lyon, France
 - Combined – Manchester, UK
 - Soft – Katowice, Poland

- Identity – What's in a name?

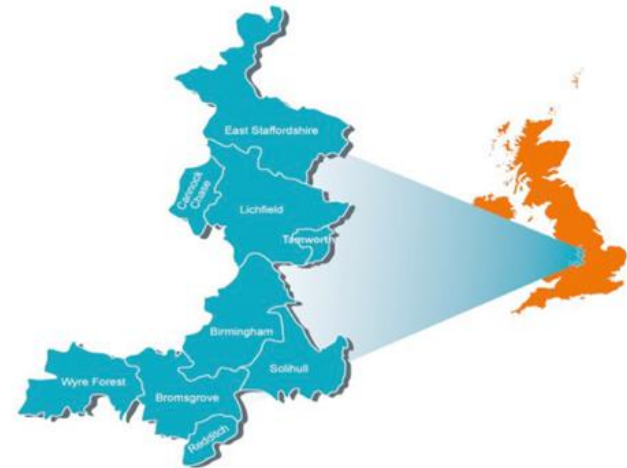
2. Does geography matter?



West Midlands
LEP Geography



1. Combined Authority Area -Metropolitan Area
2. LEP Area – European Structural Investment Funds (ESIF)
3. SUD Area – Article 7



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3. Not another strategy...

- Is there **one** urban strategy for **all**?
- But what about the other strategies ?
- What are the components of an Urban Strategy?

EU Urban Agenda debate



Leader's Policy Statement



Council Business Plan and Budget



Transport



Environment and Sustainable City



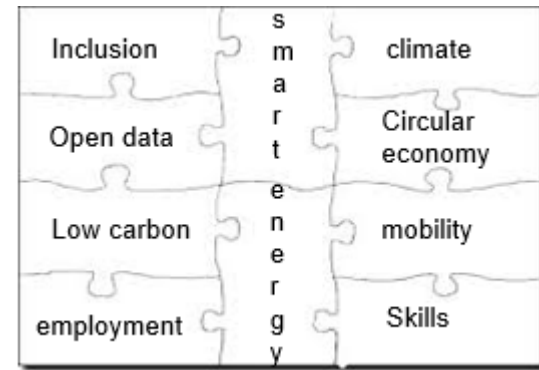
Housing



Regeneration

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4. Defining your priorities

- One size does not fit all
- SWOTs are very important
- What are your 'game changers'?
- It has to be about growth & prosperity
- Create your own jigsaw puzzle



5. Team Birmingham

- Who's on the team?
- Respecting the 'partnership principle'
- Developing the right partnership
- Requires ownership & leadership
- Involving all key stakeholders at all stages



5. Team Birmingham

- Managing relationships & expectations
- Get local governance right
- Who decides?
 - Urban authority in context of Art. 7
 - Understanding horizontal and vertical governance

6. To conclude

Its difficult but it's an opportunity...

When developing Urban Strategies:

1. Be clear on your Urban landscape/geography : size does matter!
2. Understand & respect the territorial challenges



6. To conclude

3. A strategy of strategies

- Complement
- Avoid duplication

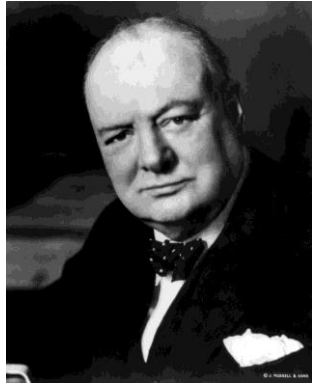
4. Define your priorities

- Create your own jigsaw puzzle
- Based on comprehensive SWOT
- Focus on growth/ game changer

5. Develop the winning team

- Getting partnership governance right





“ Some will see the difficulty in every opportunity, other will see the opportunity in every difficulty”

- Winston Churchill



How do you
see it?

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Implementing Urban Strategies

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Contents

1. Context
2. Delegation
3. Governance
4. Management
5. Decisions
6. Conflicts of Interest
7. Organisational capacity



1. Context

- ERDF Article 7
- Urban OP, PA or ITI
- UK initial position “delephobia”
(but the position is changing)



2. Delegation

- What are your responsible functions?
- Limited Intermediate Body (IB)
- Full Intermediate Body (IB)

3. Governance

- Urban Authority → Accountability
- Partnership / ESIF Committee
- Respecting partnership principle



4. Management

- Publicity & Pipeline Development
- Calls for proposals
- Selection criteria
- Appraisal
- Selection



4. Management

- Contracting
- Monitoring
- Reporting
- Audit and financial control
- Performance management



5. Decisions

- Eligibility
- Compliance
- Strategic fit
- Partnership
- Trade record
- VFM
- Outcomes
- Cross Cutting Themes
- Alignment or Duplication



6. Conflicts of Interest

- Issue for Urban Authorities
- Chinese Walls
- Manage through partnership/
Committee



7. Organisational Capacity

- Skills
- Competence
- Experience & Expertise
- Capacity
- Technical Assistance





What are your concerns?

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