

The London Collaborative

State of Play June 2008



“My aspiration is that London will continue to be a vibrant and successful place – a great world city, made up of thriving communities. To achieve that, London local government needs to lead and shape the debate with our public sector partners about how to ensure that we are alert, resilient and adaptable enough to tackle the challenges which will inevitably come our way over the next 15 years. The London Collaborative programme is set to play a key part in helping us rise to these challenges.”

Councillor Merrick Cockell

*Chairman London Councils
Launch of London Collaborative,
18 March 2008*



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Overview

The London Collaborative is an ambitious programme designed to improve the capacity of London's public sector to work across boundaries of place, profession and organisation in order to meet future challenges facing the capital.

Two main strands of work will bring together current and emerging leaders from London's local authorities, the GLA, police, health and other public services –

- ✦ Collaboration and joint problem solving in relation to four key challenges facing London: new approaches to behaviour change, worklessness, climate change, and understanding and managing population flows
- ✦ Leadership development activity to build adaptive capacity, resilience and collaboration to cope with uncertain futures.

This short document provides an overview of the programme under the following headings –

1. Greater than the sum of its parts – the objectives of the London Collaborative
2. Thinking about the future – scenarios for London
3. Tackling future challenges together
 - ✦ new approaches to behaviour change
 - ✦ worklessness in social housing
 - ✦ climate change and carbon reduction
 - ✦ understanding and managing population flows
4. Leadership for a collaborative city
5. The London Leadership Network
6. The London Collaborative programme – background and key stages
7. Publications and papers ■



Greater than the sum of its parts: the objectives of 1 the London Collaborative

London is a thriving world city. Its public services, including local government, health and policing, are integral to that success and have achieved significant improvements in performance over recent years. However, many challenges remain: the benefits of economic success are unevenly distributed across the capital and among its people, growth has outstripped infrastructure such as housing and transport, and the future may hold developments as unpredicted as London's rise from the position of decline a few decades ago.

The London Collaborative aims to make London a city where the 'whole' of the talent and resources within its public sector institutions is greater than the sum of its parts.

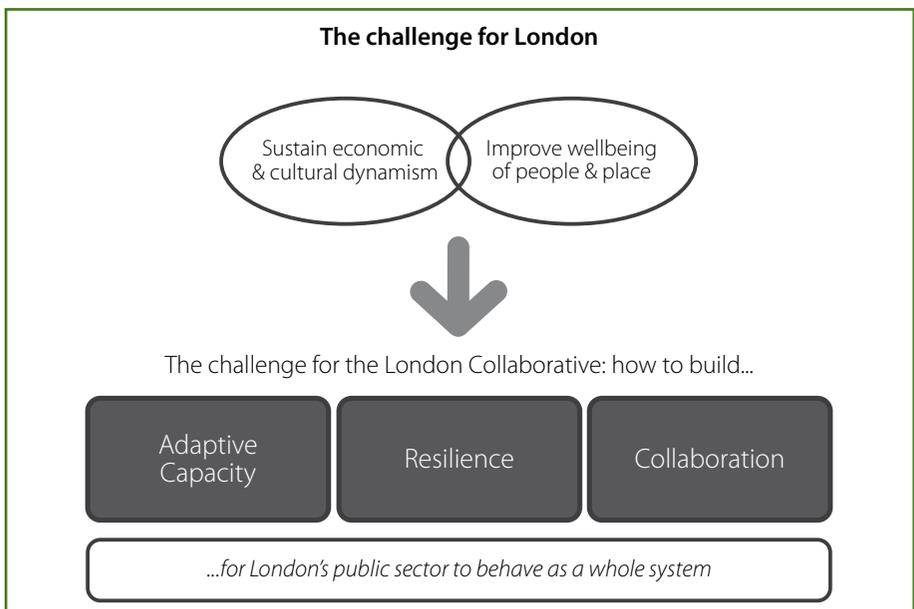
The programme was commissioned in 2007 by all of London's public sector agencies through Capital Ambition, the Regional Improvement and Efficiency Partnership. It is delivered through a consortium led by the Young

Foundation, working in partnership with the Office for Public Management and Common Purpose.

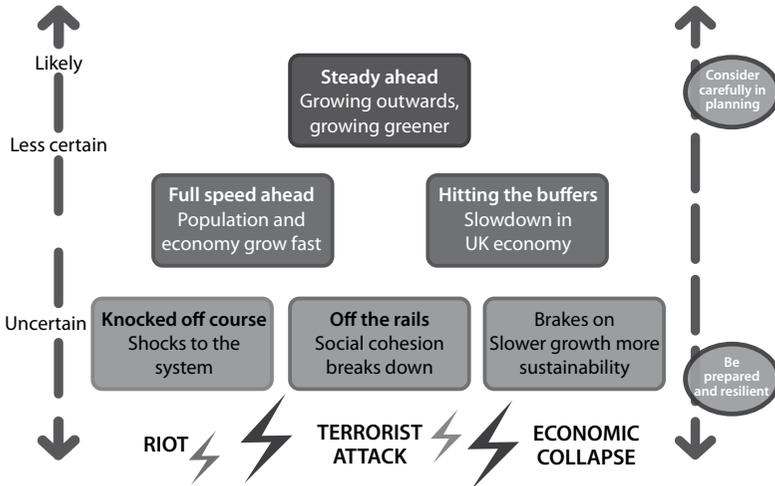
The key objectives for the London Collaborative are to –

- ✦ develop a shared understanding of the medium to long-term strategic challenges faced by London
- ✦ equip London's public sector with the inspiration, skills, knowledge, networks and ways of working needed to address these
- ✦ improve connections and relationships within London's public sector, and between the public and other sectors.

Our analysis of future challenges facing London is summarised in the diagram below. This serves as one articulation of success for the capital, for its public sector and for this programme. Further work on success and how to measure it is in progress. ■



Thinking about the future: scenarios for London 2



We have developed six divergent future scenarios for the capital. They are not intended as predictions or as ends in themselves, but as tools for discussions ranging beyond our usual time horizons and to identify the key challenges facing the public sector and potential areas for collaboration. The scenarios are captured in a report (see below) and can be used to stimulate local discussions about the future in particular boroughs.

The diagram above shows the scenarios in relation to each other and to degrees of likelihood. The 'steady ahead' scenario of success and growth continuing along current trends is considered the most likely, present economic turbulence notwithstanding. The threat posed by 'wild cards' is also illustrated.

One of the key conclusions from discussing the scenarios is that in addition to planning for specific circumstances that can be anticipated, the public sector needs to be ready to face an uncertain future with flexibility and resilience. This will depend on the 'adaptive capacity' of individuals, institutions and even public buildings (eg. schools may not always be needed in the same numbers, housing should accommodate shifts in household size and age profile of occupants). ■



Tackling future 3 challenges together

The Collaborative City report (see list of documents below) identified challenges and a long list of potential areas for collaboration. 28 of London's chief executives met over two days in April 2008 to select a number of themes to focus on over the next year. We took soundings from a range of sources to inform the discussion.

Criteria for selection included –

- ✦ not necessarily the most important issues but ones where collaboration can make a difference
- ✦ future challenges rather than simply today's priorities
- ✦ no duplication of what is already being done effectively elsewhere
- ✦ realistic chance of consensus and success.

The four themes chosen for further investigation and problem solving are listed below, indicating chief executive 'champions' who will lead the work, and the London Collaborative organisation to support it. Other chief executives also volunteered to play an active part in the workstreams.

New approaches to behaviour change

Chief executive champions Leo Boland, Barnet and Gillian Norton, Richmond upon Thames
Supported jointly by Young Foundation and OPM

The public sector will increasingly need to look beyond the logic of more or better services to have a meaningful impact on the aspirations and challenges of 21st century society. Policy outcomes

in areas as diverse as health, education, employment, transport and the environment will depend on changes in personal behaviour and on co-creating outcomes.

How well placed are public sector bodies to bring this about? Do we need to step back from usual approaches and let others lead? What theoretical and conceptual frameworks do we need to draw on, such as social psychology? What has worked so far? Can we explore new tools through a laboratory approach, trialling different approaches across London? What scope is there for using social networking, web 2.0 or other collaborative new technologies?

Worklessness in social housing

Chief executive champions Joe Duckworth, Newham and Mike More, Westminster
Supported jointly by Young Foundation and OPM

This issue relates directly to the unequal distribution of London's success and opportunities. Worklessness and the associated disadvantages constitute one of the most serious and long-standing challenges. The concentration of poverty and pockets of long-term unemployment in the capital are well known but practical solutions have proved elusive.

This work will explore how collaboration between boroughs and key agencies can help 'stuck communities' in social housing, where the experience of worklessness is often inter-generational, and financial incentives to work can be weak (eg. benefit traps). In investigating the

Tackling future challenges together

linkages between worklessness and social housing we may consider issues such as planning and allocation policies for more integrated communities, the acquisition of social as well as employment skills and greater links between employers and specific housing estates.

Climate change and carbon reduction

Chief executive champions Hugh Dunnachie, Hillingdon and Annie Sheppard, Southwark
Supported by OPM

The challenge of carbon reduction is perhaps the most obvious example of an issue that can only be solved through collaboration at multiple levels. While the GLA has set important targets in this area, it lacks practical levers.

This work will seek to establish which aspects of carbon reduction could gain the most from concerted London-wide approaches involving boroughs, pan-London agencies as well as utility companies, employers and households.

The retro-fitting of London's housing stock (ie. energy saving and other future-proofing adaptations) has been identified as a potential candidate since it promises multiple wins on significant carbon reduction levels, positive impact on fuel poverty, gains in local employment, and possible reputational benefits for the capital as a world leader and innovator. Utility companies have an interest and resources in this area.

It will also be important to explore other ways of making a difference to climate change.

Understanding and managing population flows

Chief executive champion Barry Quirk, Lewisham
Supported by Young Foundation

Estimating London's population, predicting and analysing future migration patterns in and out of the capital, pinning down the churn of people in particular boroughs are difficult challenges, so better intelligence on this front is vital. Overall population figures are receiving attention because of the impact on services and resources, but information is also needed to plan services, to promote, to understand communities and places.

This work will investigate how boroughs can access sharper intelligence on population flows. It will explore how London's public sector organisations can best work together to share and commission data and how greater predictive capacity can be generated to manage both short- and long-term impacts of population flows into and across boroughs.

The London Collaborative Board endorsed these themes and felt they represent a good mix of challenges. They are broad, and the first step will be to narrow down the focus to ambitious but achievable outcomes. The next step will be to involve members of the London Leadership Network (see below) in these workstreams.

We welcome any contributions, information and offers of involvement in progressing work on these themes. ■

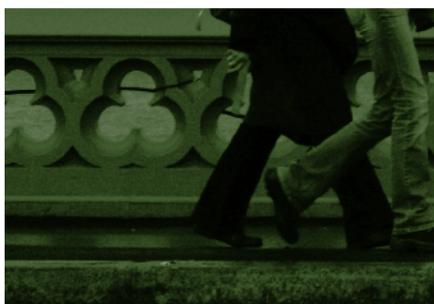
Leadership for a 4 collaborative city

Councils and other public sector organisations already have a wide range of leadership and management development programmes in place. The London Collaborative will not duplicate this but aims to add value through:

- ✦ networking and building strategic capacity across sectors and boundaries
- ✦ creating space to think and to problem solve together, exploring and applying different mind-sets to challenges
- ✦ finding ways to build resilience and adaptability
- ✦ promoting a sense of public sector leaders as acting in and for the city as a whole.

This approach depends on active participation from the London Leadership Network. Leadership development will be –

- ✦ built into how we investigate the four specific challenges facing London (as above) with groups of network members
- ✦ promoted through a programme of events and activities for the whole network.



The programme kicks off with a high profile all-day event on 26 June 2008 at the Emirates Stadium.

Further events from June 2008 onwards will include –

- ✦ A series of ‘ideas evenings’ which will bring unexpected and unusual perspectives to public issues, eg. from science, arts or other world cities
- ✦ Half-day learning events on specific sectors or policy areas. The first one planned for October 2008 will bring together academics from London’s rich provision of higher education institutions and public sector leaders
- ✦ Further large-scale events for the whole network
- ✦ Challenge sessions providing peer/critical friend input to groups working on the four themes.



Dates for the events will be confirmed shortly. Resources limit the number of events but we hope the activities and the network will spark off other, self-generated learning opportunities and groupings. We will also consider web-based support for networking and sharing knowledge. ■

The London Leadership Network 5

Participation in the leadership network is the perfect opportunity to use time and space to stand back from today's problems to think about the future of the capital and its public services. Networking in this way will improve connections and relationships within London's public sector.

The aim is to establish a network of up to 400 public sector leaders from across London's public sector. 31 of London's councils have already nominated 230 senior and emerging leaders to the network (largely officers, as member perspectives will be brought in through other means).

only produce benefits if people are motivated (and encouraged) to participate. ■



The GLA, health, police and other parts of the public sector have been approached and responded positively. We hope to recruit active participants from these organisations over the summer 2008. We welcome any enquiries from partner organisations.



The criteria for network membership include a level of seniority but more importantly a willingness to think beyond current role and time horizons, and to collaborate across boundaries. The time commitment depends on the level of participation. This is not a set programme and it will



The London Collaborative programme: 6 background and key stages

The programme was commissioned by Capital Ambition to start in November 2007 and runs to April 2009. The London Collaborative Board is chaired by Geoff Alltimes, chief executive of Hammersmith and Fulham, with three other borough chief executives as well as representation from London Councils, the GLA, GOL and the Leadership Centre for Local Government.

Current plans from June 2008 – workstreams on challenges and leadership development (phase 2)

- ✦ May to June 2008: scoping of work on four challenges: behaviour change, worklessness, climate change, and population flows
- ✦ 26 June 2008: event for whole of network will involve people in work on these challenges
- ✦ October 2008 to April 2009: leadership development activity
- ✦ Autumn 2008: plans for sustainability beyond current London Collaborative programme which ends in April 2009.

The diagram on the next page shows the key events and workstreams of the whole programme in outline.

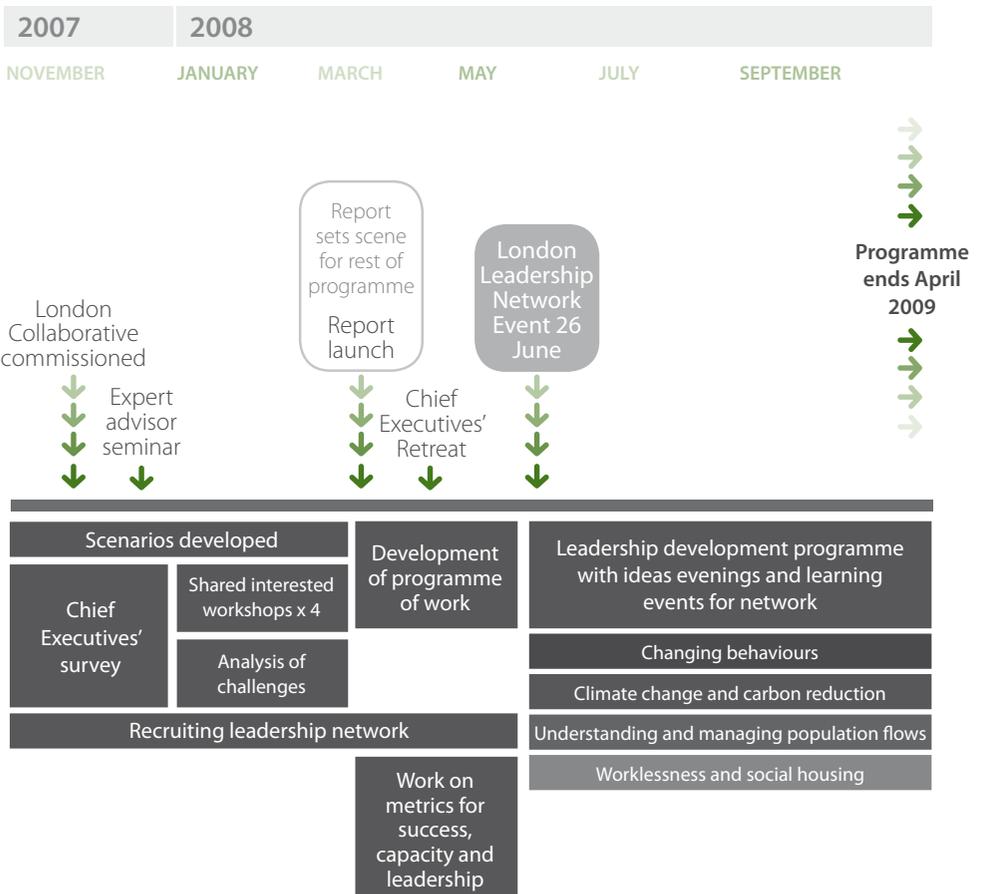
Activities and milestones in phase 1 – November 2007 to May 2008

- ✦ Analysis of future challenges –
 - development of six scenarios
 - expert workshops and four workshops to test scenarios (on housing, population, young people and climate change)
 - drawing together implications of scenarios for public sector and long list of challenges and potential areas for collaboration.
- ✦ Establishing the London Leadership Network –
 - recruited 220 members to date, largely senior borough officers with some representation from other sectors
 - approaches to key pan-London public sector organisations underway, with a view to extending network
 - survey of network members in March 2008, to provide insights on current and future capacity and appetite for collaboration, views on key challenges and preferences for leadership development.



The London Collaborative programme: background and key stages

- ✦ Formal launch 18 March 2008 –
 - Local Government Minister John Healey and Councillor Merrick Cockell launch the programme
 - event hosted by BT as sponsors and attended by 180 people
 - feedback sought on key challenges for London.
- ✦ Reports –
 - *The Collaborative City* and two companion reports on scenarios and an evidence review published at the launch and widely distributed
 - reports set the scene for rest of the programme.
- ✦ Chief Executives two-day event April 2008 –
 - 28 of London’s chief executives consider the findings of the work on challenges and agree on four areas as the focus for the next phase of the programme
 - high degree of support and consensus, and champions for the work identified.



7 Publications and papers

The publications listed below are available online at www.youngfoundation.org/london

For hard copies and for some of the background papers also listed, please contact london@youngfoundation.org

London scenarios: work in progress, January 2008

The London Collaborative held a seminar in December 2007 with leading urban and London specialists to inform the development of scenarios and to discuss scenarios and futures work. Participants included Tony Travers, Michael Keith and Geoff Mulgan. A record of the seminar is available as a background paper.

Themed workshops to test scenarios: summary notes January, March 2008

As part of the process of developing our thinking on future challenges and to test draft scenarios,

workshops were held with key public sector managers and academic experts on four key areas: housing, carbon reduction and development, population growth and community cohesion, and young people's engagement with power and decision making. Summary notes for all four sessions are available online.

The Collaborative City – working together to shape London's future, March 2008

This report reflects our analysis and thinking about the key challenges for London and helped set the scene for discussions about the most productive areas for collaboration. The report argues that London's public sector will need to work more effectively across boundaries to sustain the city's economic and cultural dynamism, become more resilient to face an uncertain future and develop greater capacity to think and act as a connected system.



Publications and papers



The Collaborative City – Future Scenarios, March 2008

This report, which accompanies the main London Collaborative report *The Collaborative City*, includes the six scenarios developed as part of the early London Collaborative work, along with an account of the process by which the scenarios were developed, and an indication of how they can be used.

The Collaborative City – Future Trends, March 2008

This Paper, also a companion piece to *The Collaborative City*, offers an overview of the evidence used to develop our six scenarios of the future of London. Derived from a review of over 50 studies that examined, using different approaches, one or more aspects of the future of London (or the future of the UK or indeed the world as a whole, where relevant).

A Collaborative City? A snapshot of current collaboration across the public sector in London, April 2008

This paper sketches a picture of current capacity for joint and strategic working across tiers of government and public services in London. It draws on views of chief executives and the leadership network.

Developing leadership capability for a Collaborative City, April 2008

This paper explores the increasing requirement for leaders to make complex judgements, to rethink and redesign systems, and to find integrative solutions that make sense from several different perspectives. It identifies the need to develop a stronger 'problem-solving capability' across the city, and a greater self-awareness about mental models, to equip the next generation of leaders. ■

Contact details

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