

The Collaborative City

Working together to shape London's future

March 2008

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Foreword

As Chairman of London Councils, I am excited by the opportunity for us to look at what may lie ahead for our capital city, to work collectively to identify its future challenges, and to collaborate in tackling them.

London's public services are performing well, and getting better. By any measure, London's local councils stand comparison with any other part of the country.

But we are not complacent. Our vision is that the capital's public services will continue to take the lead in innovation, fairness, relevance, efficiency and effectiveness. To achieve this, it is important that we continue to look ahead – and so, this report begins the process of identifying some of the critical challenges that the capital might face over the next 15 years.

The report was commissioned through Capital Ambition – London's Improvement and Efficiency Partnership – which has produced its own ambitious strategy for the next four years. Capital Ambition commissioned the London Collaborative – an independent consortium – to not only help us understand what London's future challenges might be, but also what we might need to do to respond to them. ►

The London Collaborative has studied and synthesised a wide range of evidence and predictions to underpin this work. But importantly it has also supplemented this with direct input from those delivering public services on the ground in London.

The report is designed to stimulate future thinking among all of us who care about London's future and who recognise the critical role of London's public services in what that future might bring. It is not a statement of policy – but the work it will give rise to will help all of us in London in thinking about what our future policies should be.

Over the coming months, the London Collaborative will be working with London's public services on this agenda. It will do this through the vital networks of officers and other stakeholders it has built up – many of whom have already contributed to the thinking summarised in this report. But these challenges will also require a major political contribution. I intend to take the challenges raised to my colleagues in London Councils to make sure that the local democratic voice is heard in these debates.

My aspiration is that London will continue to be a vibrant and successful place, both as a great world city, and through the individual communities that make it up. 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 them.



Councillor Merrick Cockell,
Chairman of London Councils ■

1 Introduction

This report sets the scene for a new approach to public sector collaboration in London. It is designed to help people working in London's public sector – from council chief executives to head teachers, from leisure service managers to borough police commanders and PCT managers – reflect on whether their current actions and plans are 'future proof'.

London in 2008 is a world city – perhaps *the* world city of the 2000s. It is growing, economically successful, self-confident, buzzing with activity and ideas. Its population is unprecedentedly diverse.

London's public sector has been through difficult periods but its boroughs are now performing at the top end on current measures. They are almost universally 'good' or 'excellent' and none are rated as 'poor'. They are providing quality services and outcomes for people who live in and use the city. Against the national trend, public satisfaction with London's councils has risen. And boroughs are leading new agendas such as place-shaping and developing the local economy.

Across the wider public sector, there is innovation and leadership, ranging from the introduction of neighbourhood policing by the Metropolitan Police and partners to the GLA's work with other world cities on carbon reduction and from NHS polyclinics to Surestart centres.

Capital Ambition has emerged as an important force for change, supporting boroughs to improve their performance and challenging weaknesses.

Improvement and efficiency have gone hand in hand in London, with the need to ensure maximum value to the public purse a key driver. ▶

But the continuation of London's success cannot be taken for granted. Success has brought its own problems – from traffic congestion to soaring house prices. And London would be sharply affected by any downturn in the global economy and by direct threats that range from pandemics to terrorism.

Other cities around the world are moving fast to improve their relative position – with dramatic plans unfolding in cities as diverse as Dubai and Abu Dhabi, Shanghai and Singapore. Others are attempting to leapfrog to new ways of running cities – like the eco-cities being built around China.



Capital Ambition is aware of the scale of the challenge that London faces, and recognises that to meet Londoners' needs, boroughs and others have to get better at planning for the future, at facilitating a flow of new ideas and innovation and at working together. This is why Capital Ambition commissioned work to create capacity across the public sector and purposeful collaboration to meet future challenges. The London Collaborative – a partnership between the Young Foundation, the Office for Public Management and Common Purpose – was chosen to deliver this programme. Here we present our work to date and proposed next steps.

The focus of this report is on London as a whole. But London is a very diverse city, with divergent patterns of growth and decline. In what follows we have tried to look both at the common patterns, but also at how these might unfold in very different ways across the capital. We have also attempted to situate London's prospects within the broader context not just of the South East, but also of the UK and Europe.

THE LONDON COLLABORATIVE

This report launches the London Collaborative. It reflects our analysis and thinking about the key challenges for London and sets the scene for involving stakeholders in discussions about the ►

most productive areas for collaboration. We hope it will provoke reactions, debate and ideas.

The primary aim of the London Collaborative is more effective action on the ground, particularly on cross-cutting issues that are of strategic importance. However, to prepare the way for more effective action we are seeking to build a consensus about priorities. Section 4 of the report and two background papers (available from www.youngfoundation.org) therefore present future scenarios for London. These have drawn on a large number of forecasts, analyses and scenarios, as well as in-depth discussions with figures at all levels in London's public sector. What we present are not predictions, but tools for thinking about the future. We have tested the scenarios in workshop discussions and captured a range of implications that flow from them for the public sector.

The challenges and potential areas for collaboration in sections 6 and 7 of the report also draw on an evidence base that includes data from surveys of senior local government leaders, top concerns reported by Londoners and analysis of Local Area Agreement priorities. Again, they are presented for discussion rather than as a definitive list. The intention is to select from this 'long list' of challenges and issues those that we want to take forward. These will be issues on which there is a compelling case for pan-London or cross-borough action,

a willingness to collaborate, and the potential to make a real impact. We will take care to avoid choosing topics where there is already work in progress, for example through existing partnerships, professional networks, or the GLA.

We aim to have these areas identified in May, ready for agreement with Capital Ambition. Views from stakeholders on the most pressing and promising challenges to tackle would be valuable – please see the questions and contact details at the end of the report. ■



2 Overview

Our analysis so far shows that London's public sector faces three linked challenges:

Sustaining dynamism: economic dynamism and the flow of people, ideas and money are behind London's success. The challenge is to maintain this dynamism while looking after the people who live and work in London, and creating the places and communities that they need to thrive.

Facing the future depends on resilience and adaptive capacity: there are good reasons to be optimistic about the prospects for continued economic growth. But forecasts have seldom been accurate and they failed to predict London's resurgence from the early 80s, or previous periods of decline. London needs to improve its resilience – which is relevant to everything from ensuring major buildings can be adapted to multiple uses, to ensuring that institutions are able to respond quickly to shocks.

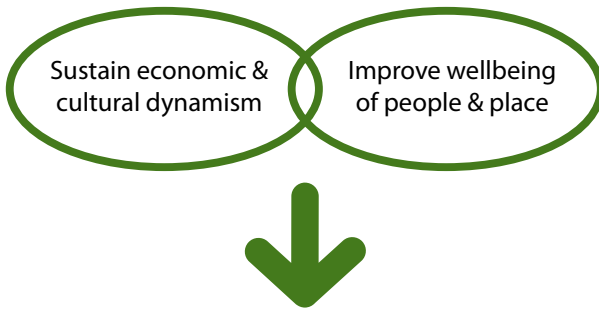
Behaving like a whole system:

London's governance and its pattern of public services are complex and will remain so. But that should not preclude the creation of capacity to think ahead collectively (an intelligence-led approach) and to respond as a connected system (with good communications, quick to mobilise resources) where it matters most. So far London has tended to perform worse in fields that cut across organisational boundaries. Despite some good examples collaboration is not yet built into our DNA. Yet better collaboration across sectors, across tiers of governance and across the city will be vital if London is to meet persistent and new challenges such as worklessness or carbon reduction. ►

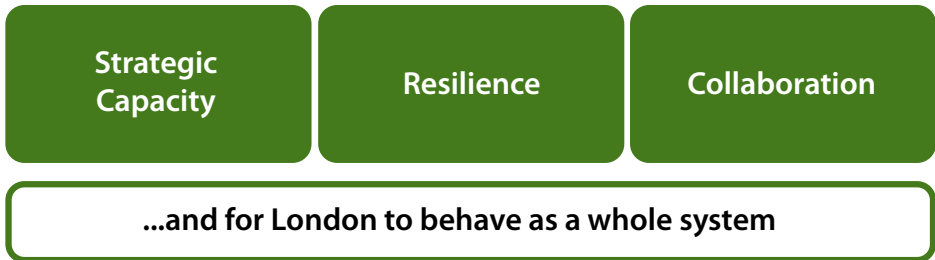
London's future success depends in other words on strategies that **reinforce its current strengths**; that **address head on its greatest weaknesses**; and that **improve its capacity to act**. The diagram below depicts the challenge.

We want to create the space for public sector leaders to turn their attention to future challenges, and to explore how we can act to build resilience, adaptive capacity and new skills for managers in the process. The report starts with observations on the metropolis and its development in the recent past before turning to future prospects. ■

The challenge for London



The challenge for the London Collaborative: *how to build...*



3 London today

“London goes beyond any boundary or convention. It contains every wish or word ever spoken, every action or gesture ever made, every harsh or noble statement ever expressed. It is illimitable. It is Infinite London.”

Peter Ackroyd, London: The Biography, 2000

THE CITY'S PARADOXES

London's paradox is that it continues to be both very successful and very unsuccessful. It is the powerhouse of the UK's economic growth but it is also the UK region with the highest levels of child poverty. It is the centre of the UK's arts and cultural industries but is also, as the capital, the potential target of terrorism. Its population growth and its economic growth have been driven by migration, yet some of that migration is illegal and involves people working without proper legal protections. It is a city with a huge environmental footprint (and does not have the high densities that may be necessary for cities to be truly ecologically sustainable) but is also a leader in showing how cities can cut carbon emissions.

These paradoxes can and do lead to acute tensions for local authorities and communities. London is a magnet for people but also a city which in several ways offers many of its citizens a fairly poor quality of life with high housing and transport costs.

Rapid economic and population growth can sometimes seem to be at the expense of Londoners themselves. ▶

“London is a feral city...a shambolic, careless, sluttish hag... London could not give a damn. It gets up every morning as it went to bed.”

Simon Jenkins, Evening Standard, 28 January 2008

The paradoxical nature of the city is illustrated in the quotations scattered throughout this section.

London has always confounded expectations. Never more so than over the last generation. In the early 1980s London looked to be in crisis. Unemployment was high. Industries were disappearing. Large areas of land were becoming derelict. The Brixton riots erupted. London was losing out to cities in other parts of the world – from Los Angeles and Tokyo, to Frankfurt, Barcelona and Sydney.

“Every city has a sex and an age which have nothing to do with demography. Rome is feminine. So is Odessa. London is a teenager, an urchin, and, in this, hasn’t changed since the time of Dickens.”

John Berger

Just three years before Big Bang helped put London at the vanguard of a new form of global capitalism, the future of the city looked bleak. If we are to conjure up images from films of the time, they would be the *Long Good Friday* or *Mona Lisa*.

Fast forward 25 years and London is seen as one of the top global cities, plugged into worldwide networks and flows of people, money and ideas. In the various league tables that rank ‘global’ cities, London consistently vies with New York for the top spot in terms of the location of multinational corporations, clusters of high-end services and creative

industries, academic institutions and as a top tourist destination. Section 8 presents a number of comparative tables. Terms like ‘Ny-Lon-kong’ for the axis of New York-London-Hong Kong are used to describe networks that lubricate the global economy (*Time*, 17 January 2008).

Some of London’s success was the result of a combination of external developments and an element of good luck: financial deregulation, the continued rise of the English language as the international standard communication tool and a national

economy experiencing the longest boom in history. But Londoners and London institutions have also been skilful in making the most of their good fortune.

This period of success has created its own problems – from traffic congestion to rising house prices. Meanwhile some old problems have never really been resolved, like the persistent worklessness of the 1980s, deprivation levels or fear of crime, and some newer problems have worsened such as obesity. ►

“Perfect location.”
Woody Allen

Londoners see the contrasts every day in a city that combines great wealth and poverty, and popular culture portrays London both in the feelgood images of *Notting Hill* and in the grimmer accounts of films such as *Dirty Pretty Things* about illegal organ trading amongst asylum seekers or *Eastern Promises* about the Russian mafia.

The contradictions of success present a number of key lines of enquiry:

- ✦ How will London accommodate growth – will it be able to mobilise the resources needed for additional infrastructure?
- ✦ To what extent is London's economic success driven by the informal economy, low wages, and the return of Rachman-type housing conditions for some?
- ✦ How should the tensions between the interests of London and the interests of Londoners be reconciled?

Below we rehearse some key facts about London as we find it today before returning to these and other future challenges. ►

“In anything except the most horrendous circumstances, which we can all imagine but will hopefully never see, London is certain to enjoy a future that is prosperous, diverse and as exciting as any urban society on earth.”

Michael Heseltine, What is London, 2004

KEY FACTS ABOUT LONDON TODAY

ECONOMY AND SKILLS

London was the sixth largest city economy in the world by estimated GDP in 2005, but should rise to fourth place by 2020, overtaking Paris and Chicago (UN, 2007). Tokyo, New York and Los Angeles are expected to be ahead of London in 2020, but London's economy is projected to grow faster than any of these cities, driven in particular by strong growth in business and financial services (PricewaterhouseCoopers, 2007).

Out of 11 key European cities, Inner London ranked second, just behind Stockholm, in terms of economic growth with the main drivers being demographic change and the rapid expansion in global financial services (LDA, 2005).

The average London borough economy is almost twice the size of the average district in Great Britain (Local Futures Group, 2007). But there is substantial variation: whilst all London boroughs fall in the top quartile by economic scale, inner boroughs such as the City of Westminster, Camden, Tower Hamlets and Islington have much larger economies than other boroughs such as Bexley, Barking and Dagenham and Waltham Forest. ►

The skills and qualifications profile of London boroughs is about average, with the region ranking fourth out of the 11 British regions. As with many of the other indicators about London there is evidence of considerable geographical variation, or even division: with south west and outer south east boroughs having large shares of highly skilled workers, compared to parts of north and east London where there are significant pockets of low skills. (Local Futures Group, 2007).

POPULATION, COMMUNITIES AND DEMOGRAPHICS

In 2006, the population of London was estimated by the Office for National Statistics to be 7.51 million. GLA estimates of the growth in London's population between 2006 and 2026 range from an 11 to 15 percent increase (GLA, 2007). The rise is mostly explained by natural change resulting from comparatively high numbers of births and low numbers of deaths. Significantly higher rates of growth are projected for east London and the Thames Gateway (51 percent of the total between 2001 and 2016) (GLA, 2005).

In common with the rest of the UK, London's population is ageing, but the capital is actually very young in comparison with other regions, with an average age of 36 in a typical London borough. (Local Futures Group, 2007).

GLA figures suggest that between 2006 and 2026 just three ethnic groups (Black African Other, and Indian) represent over 55 percent of London's overall population growth (GLA, 2005).

London's households are smaller than the national average, comprising 2.38 people, reflecting its comparatively high numbers of single young professionals and couples without children (ONS, 2002).

20 of the London boroughs rank among the 50 most deprived local authorities in England on at least one summary measure of the Index of Multiple Deprivation 2007. 4 of the 8 most deprived authorities in England are in London (Hackney, Tower Hamlets, Newham and Islington) (GOL, 2007).

London has the highest rate of child poverty (after housing costs) compared to other regions. During 2003-06, two out of five children (41 percent) in London lived under the poverty line - over 650,000 children. In Inner London, over half of all children live in poverty. Trend data over the last 12 years show that national improvements in child poverty rates have not been evident in London where rates remain stubbornly high (GLA, 2007b). ▶

HOUSING

The number of households in London has steadily increased in the past century as average household size has declined. This trend is forecast to continue. If the population increases at the highest end of the estimates, the number of households will increase by 23 percent by 2026. At the lowest estimate the increase in household numbers will be 17 percent (GLA, 2007).

Average house prices in London are higher than anywhere else in England, with an average of £281,000 in 2006, over twice the average price in the lowest cost region, the North East.

The 2004 Greater London Housing Requirements Study identified that London needs an extra 35,000 new homes a year for the next ten years. Most of this requirement is for affordable housing to tackle the backlog of housing need. Over 42 percent of the social housing needed is homes with four or more bedrooms.

From April 2007 London boroughs have been set new housing delivery targets, totalling 30,500 homes across the city. Much of this is planned for Thames Gateway boroughs, but there is potential for housing growth in other outer London boroughs.

HEALTH AND WELLBEING

There are significant variations in the health of London's residents across boroughs. For example, Kensington and Chelsea has the highest life expectancy in the whole of the UK at 84.2 years whereas the average life expectancy in Newham is much lower at 76.8 years, making it one of the lowest in the country (Local Futures Group, 2007).

The most recent forecasting report from the London Public Health Observatory suggests that, if current trends in coronary heart disease and cancer mortality for those under 75 continue, inequalities in mortality between local authority areas will not be reduced by 2010 (LHO, 2004).

There are particular challenges in meeting the specific needs of older people from diverse backgrounds and shortages of skilled social care workers discouraged by London's higher living costs and low pay (GLA, 2006).

London's children are currently more likely to be obese with 20 percent of children in London classified as obese in 2003. Forecasts predict that the number of obese boys in the city will rise from 2003 levels of 143,052 to 174,218 by 2010. The number of obese girls in London is forecast to reduce by 2010, while in most other parts of the country levels are expected to rise (Zaninotto et al, 2006). ■



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4 What could happen: future scenarios

The future of London may well confound predictions again. But that does not mean that we should not look ahead. We need to be attuned to risks and probabilities, and prepared to deal with a range of possible futures.

To help in this process, we examined forces, drivers and trends likely to impact on London and its public services in five, ten and fifteen years time and developed six scenarios. The factors we examined and which are explored in the scenarios, include: demographic change; economy and skills; housing and infrastructure; climate change and the environment; technological innovation; lifestyles and behaviours; social cohesion/discord; and health and wellbeing. To shape our thinking we have looked not only at the many studies of future trends and possibilities but also at what other world

cities are doing, and how they are trying to reinvent themselves in response to the big forces of the 21st century, from continued globalisation to higher costs of carbon.

We have looked at Dubai's enormous investment to become a global hub for air travel, tourism and business services; at Shanghai's attempts to become a truly world city, which will be exemplified in its 2010 Expo; at how some of Europe's cities – such as Stockholm and Copenhagen – have established themselves at the cutting edge of growth industries; at how New York has bounced back from shocks as diverse as bankruptcy and terrorism; and how Berlin has remade itself as one of Europe's great cities, a centre for business as well as creativity. All of these cities have different characteristics to London – but London can learn a lot from their sense of ambition and their willingness to think many decades into the future. ▶

SIX SCENARIOS: FROM 'FULL SPEED AHEAD' TO 'OFF THE RAILS'

The scenarios outline a range of possible futures. They serve to surface key strategic challenges and choices. We have tested them in workshops and have found they help public sector leaders to think beyond their organisations' current time horizons and preoccupations. The scenarios are not ends in themselves but a set of tools, which can be used in further discussions, locally and as part of the London Collaborative's future work. They are captured in full in a background report on future scenarios and an evidence review (available on request or at www.youngfoundation.org).



In brief, the scenarios are:

1. FULL SPEED AHEAD: SUPER GLOBAL CITY

In this scenario success breeds success and London is characterised by high population growth, a prevailing social attitude of 'tolerant coexistence' and a very strong economy (ie one with growth in output and employment exceeding the most optimistic of current predictions). Significant and continuing investment in London's transport infrastructure enables continuing population and workforce mobility. Private and third sector providers are prominent in the provision of services that were once the responsibility of public sector bodies. Any US slowdown is a temporary setback: in the longer run the world economy and the EU continue to grow.

Challenges, issues and opportunities:

- ✦ How does London handle rapid growth – funding infrastructure, coping with pressures on planning and land, skills shortages and the impact of overheating?
- ✦ How does the role of the public sector change if service delivery is increasingly dominated by the private and third sectors?
- ✦ How do policy makers cope with an extremely mobile and changing population? ▶

- ✦ How does London relate to its hinterland – as the wider South East becomes ever more clearly a single economic region?

2. HITTING THE BUFFERS: LONDON FALLING APART

This scenario explores the impact on London of a sustained economic downturn. It includes increasing out migration but steady population growth due to a higher than expected birth rate. These trends combine with others to create a prevailing social climate of fear, suspicion and competition between communities. The capital loses out to international competitors and ceases to be a destination of choice for economic migrants, let alone tourists. The poorest people live increasingly beyond the margins of formal society: in worsening health and housing conditions that reflect the declining capacity of public providers.

Challenges, issues and opportunities:

- ✦ How to protect Londoners from the worst effects of slow or negative growth?
- ✦ How to deal with chronic health, employment and crime problems which are likely to be even more severe – but with fewer resources?
- ✦ How to respond to severe community tensions, including the rise of the far right?



3. STEADY AHEAD: GROWING OUTWARDS, GROWING GREENER

In this scenario London is characterised by population growth in the middle band of current predictions, a prevailing social attitude of ‘tolerant coexistence’ and medium economic growth (ie with growth in output and employment in line with current long-term predictions). The last 15 years have seen a shift of people, money and power from the centre to the suburbs, and from there down to local wards and communities. This has had many positive benefits. The challenge of securing consistently high standards of public services in this situation is, however, a real one. In this scenario sustainability and the environment have continued their steady rise up

the political and personal agendas, ► influencing everything from building regulations to transport policy.

Challenges, issues and opportunities:

- ✦ Balancing community-led decision making with maintaining standards
- ✦ The impact of a major increase in home working
- ✦ What part public services should play in facilitating environmental change.

Three further scenarios are arguably less likely but are worth considering because they build on specific events which could transform London's outlook.

4. KNOCKED OFF COURSE: SHOCKS TO THE SYSTEM

Here, London in 2023 is recovering from a number of disasters over the past three years including a year of sustained rain, with flooding that left infrastructure ruined and affected the lives of thousands of Londoners. Conditions in some areas remain extremely poor, with major health and crime problems. The challenges are coping with crisis and reconstruction.

5. OFF THE RAILS: DIVIDED CITY

In a fifth scenario, London's future is shaped by divisions and community

conflicts – some fuelled by conflicts elsewhere in the world – putting a spotlight on spatial segregation and community relations.

6. BRAKES ON: LONDON IN THE SLOW LANE

In this scenario, London adapts more happily to slower growth. It chooses to adopt a slower pace of life; becomes an exemplar of the greening of the economy, with more localised work and living, the rise of neighbourhood energy systems, and a marked turn away from the intensive competition and work ethic of the 1980s-2000s. It will have to adjust to falling population and global businesses potentially leaving the city. ►

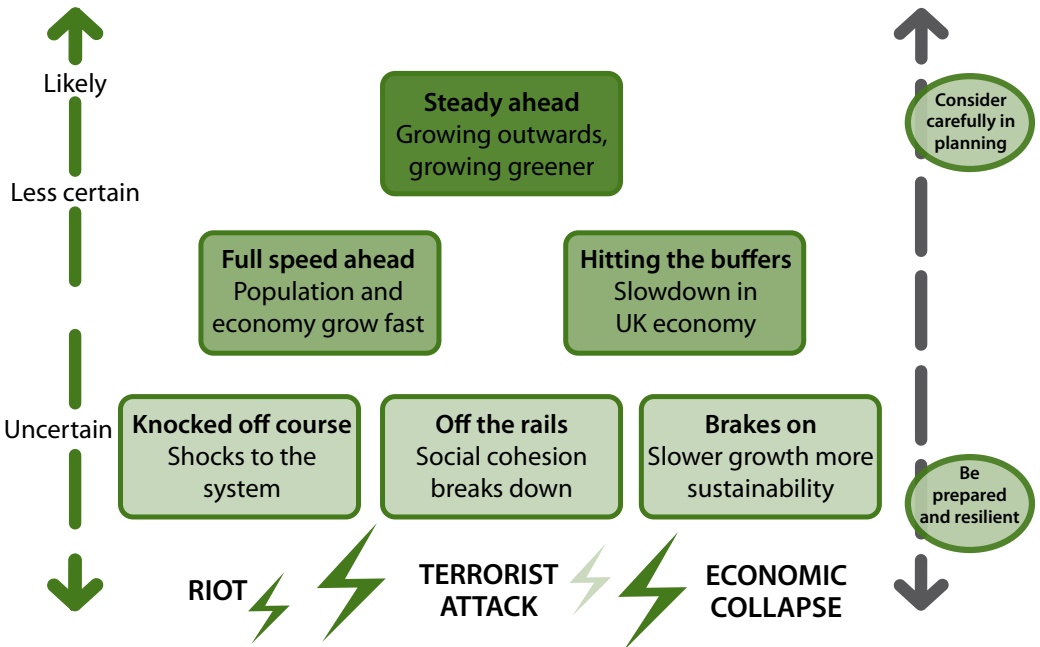


WHAT DO THE SCENARIOS TELL US?

Our analysis suggests that currently predicted trends for steady economic growth and continued dynamism of London are reasonable. There are no strong signs of a major shift of direction. This makes the ‘steady ahead’ scenario 3 the most probable, with all the caveats that should accompany any forecast or scenario. We believe there is good reason to be optimistic about London’s prospects, even though this scenario still means that the capital needs to work hard to improve infrastructure, to bring down carbon emissions, to raise the skill levels of many Londoners and to deal with a range of other challenges.

The diagram below shows our rough assessment of the relative probability of the scenarios within our 15 year timeframe and a spectrum of public sector responses.

Exploring scenarios confirms how unpredictable the future is likely to be. We turn to the question of preparation in the next section. ■





5 Resilience: how London needs to face up to uncertainty

The lessons of the past decade's attempts to forecast the future of London are that we cannot always rely on predictions. Studies often failed to anticipate with accuracy the most significant developments that have shaped the contemporary city. For example, the economic upturn of the 1980s was not foreseen in the early years of that decade, and documents even from the late 1990s rarely predicted the extent of London's population growth and international migration.

The level of uncertainty that makes forecasting difficult at any time may now be increasing, driven by the complex interaction of the many divergent forces and drivers at work. This points to the conclusion that *adaptive capacity* and

a focus on *resilience* will be key factors in the capital's future success. Today, we are aware of fast-changing trends in population flows that are hard to capture such as recent Polish migrants beginning to return as the Polish economy picks up.

As we have discussed, our best guess as to what the future holds is that current trends will continue, but we know that the next few years could also bring a number of possible (if not probable) cataclysmic events that could have a fundamental impact on London. This uncertainty faces the public sector with a dilemma: how to balance planning for a managed, predictable future based on what we know, against preparing for the possibility of a number of diverse scenarios which could range from a sharp breakdown in community solidarity to economic collapse. ▶

In science, and particularly the science of ecological systems, resilience refers to the ability of a system to respond to shocks. In psychology, too, it refers to the capacity of people to cope with stress and catastrophe. This strength is something which London's institutions need to develop if they are to deal with the uncertainties we face.

London boroughs deal with unexpected events all the time, from local fires and accidents, to outbreaks of seasonal flu or extreme weather. They also routinely plan for major emergencies, be this terrorist threat or acts of war. The sort of resilience that boroughs need to tackle the future falls midway between these, building on existing capacities to deal with the unexpected and learning from highly structured emergency planning exercises.

Planning for risks and emergencies focuses on high profile sudden shocks, whereas the sort of resilience and adaptive capacity needed on an ongoing basis has to become core to the day-to-day working and strategic planning of the organisation.

The types of buildings that have proven to be most resilient are those that can change use over time: industrial warehouses of the 19th century that are today's offices and apartments, Georgian townhouses that once housed families and servants and are now either split into flats or reconfigured as family

homes to meet modern lifestyles, or 'thirties' semis that, because of the way they are designed, are easy to extend outwards or upwards. The lessons here are about flexibility of structure, applicable not only to buildings like schools and other public buildings but also to the internal structures and workings of agencies.

Londoners themselves can sometimes be exemplars of resilience: the 'spirit of the Blitz' was rediscovered in the aftermath of the 7/7 bombings in 2005. The Prime Minister of the time praised the people of London for their 'stoicism and resilience'.

ADAPTIVE CAPACITY

For organisations, dealing with a crisis means working differently, possibly in collaboration with people who are not usual partners. It also means that informal networks between organisations, based on personal peer-to-peer contacts rather than formal arrangements, will become increasingly important. To do this they need to develop an adaptive capacity that enables them to change the way they do things without derailing their routine operations. They also need to be able to spot issues emerging, to have good foresight and intelligence, and to work together with other agencies facing the same issues, both to share intelligence and strategy, and to develop joint responses. ►

The sorts of London-wide issues that threaten the future – pandemic, riot, recession or drought but also intractable worklessness, an infrastructure outpaced by growth – will be shared across London boroughs, and the solution to tackling them must therefore be a product of shared planning and collaboration.

London's public sector will need to become more effective at understanding how the city works as a complex system of flows and feedback loops rather than static territorial boundaries and isolated policy areas. This will demand more emphasis on a whole systems way of thinking – particularly in the critical areas around population change and economic dynamism – to drive the development of whole systems ways of acting.

Challenges such as climate change, worklessness and social cohesion are difficult because they have multiple, overlapping causes that can play out in very different ways in people's lives over time. This 'requires a very particular kind of agility that is about creating shorter cycles of experimentation, execution and evaluation to allow policy makers and practitioners to learn from their own work' (Demos, Agile Government, 2007). The current emphasis on service improvement – which has clearly improved the standard and outcomes of London's public sector over the past decade – needs therefore

to evolve to generate innovation and flexibility, learning from agencies' own staff and service users, and feeding that information into the development of shared strategic policy.

Implementation of effective strategies will require far greater alignment of institutional structures, skills, funding and accountability with the key tasks. To do this London's public sector will need to become more than the sum of its parts. And to do this most effectively London's public sector will need to learn to work better with the world class institutions – the universities, think tanks and specialist experts – which London is so rich in.

Resilience and adaptive capacity in London will rely on the development of good shared intelligence, analysis and strategic challenge between boroughs and the rest of London's public sector; and secondly on the development of good networks and contacts that can be mobilised when challenges emerge.

London needs to behave more as a virtual, intelligent and adaptive system even while the complex structures and inbuilt tensions of London's governance and public sector remain. If this is to be a key strand of the work of the London Collaborative after April, then the programme will need to:

- ✦ embed our shared understanding of London's future challenges ▶

within public sector agencies. Even if some details are contested, a shared framework and language will underpin better dialogue and discussion

- ✦ develop the formal relationships between boroughs and other agencies that will enable them to share plans and an understanding of the future
- ✦ nurture leadership within boroughs and between boroughs that appreciates the value of strategic collaboration, and that values the strengths of informal relationships and networks between officers within authorities and between different agencies. ■

6 Strategic challenges for London

The challenges presented here draw on the development of scenarios and four workshops which explored them from the perspective of housing, climate change, demographic change and young people. We have also drawn on other evidence:

- ✦ A survey of what those in local government see as current and future challenges
- ✦ The top priorities chosen for the LAAs currently being negotiated in London
- ✦ The longer-term ambitions articulated in the Improvement and Efficiency Strategy for London
- ✦ A recent Prime Minister's Strategy Unit audit of long-term challenges facing the UK
- ✦ Survey data about top concerns of Londoners.

Some of these sources reflect current or short-term rather than longer-term challenges, and of course public perceptions, the analysis underpinning the scenarios and the Strategy Unit audit and LAA decisions are different types of perspectives. Nevertheless, there is a notable convergence on headline challenges to focus on.

WHAT NEEDS TO BE ADDRESSED: OUTCOMES

- ✦ Maintaining economic growth
- ✦ Managing the growth and flow of London's population
- ✦ Ensuring infrastructure like housing, transport, waste and education keep pace with growth
- ✦ Equipping Londoners with skills, tackling long-term worklessness and other types of exclusion
- ✦ Managing cohesion and the social consequences of immigration and the diversity of nationality, ethnicity, class, race and faith ▶

- ✦ Reducing London's carbon footprint and taking care of the environment and the public realm more generally
- ✦ Addressing long-term public health issues, the implication of an ageing and growing population and its distribution, and inequalities
- ✦ Reducing high-impact, organised crime, gangs and fear of crime.

In summary, the key challenge is to sustain London's economic and cultural dynamism while improving the wellbeing of people and place.

HOW THE PUBLIC SECTOR NEEDS TO WORK: THE MEANS TO RESPOND

The public sector faces distinct challenges in relation to its fitness for the future. Here too there is a degree of convergence between the conclusions from the scenarios work (see above) and views from senior managers in local government and others who recognise that significant problems are not being tackled ('we need to breathe light and energy into meeting these challenges'). Efficiency, doing more with less and turning to innovation enter the stage as potential drivers for collaboration. The complexity of governance creates a crowded territory of overlapping agencies on the one hand while leaving no one responsible for significant policy issues on the other.

Key challenges for how the public sector in London may need to change are:

- ✦ Ensuring clarity in governance and addressing gaps in who is responsible for what
- ✦ Improving collaboration across existing structures and sectors, and building resilience and adaptive capacity as well as collaborative intelligence and collective influence over national and other agendas.
- ✦ Collaboration on services and policy agendas where this adds value, for example on shared services, economies of scale, market management, workforce strategies.

This set of future challenges for the public sector can be summed up as building strategic capacity, resilience and collaborative solutions. ■

7 Potential areas for collaboration

In this section we turn to areas of potential collaboration, presented under the headings of sustaining dynamism and improving wellbeing, and building strategic capacity and resilience.

The 'long list' of areas for potential collaboration covered here is diverse and designed to be tested against questions such as what is possible, what is urgent, and what is most fruitful to explore further. We will only be able to take a limited number of issues forward.

SUSTAINING LONDON'S DYNAMISM AND IMPROVING WELLBEING OF PEOPLE AND PLACE

The two elements of protecting economic growth and dynamism as well as tackling some of the current and potentially accelerating problems for Londoners could serve as a basic vision of success for the public sector in London. What can we do between us to get there? ►

ECONOMIC GROWTH AND COMPETITIVENESS

There seems to be consensus across government, the main political parties and business on the need to maintain the climate for continued growth of London. The role the financial sector plays in this is perhaps more contested. Is London more resilient to economic shocks than other cities and regions in the UK? What is the impact of the credit crunch and the Northern Rock collapse?

Does the analogy of the 'Wimbledon effect' still hold, where London's open and relatively unregulated financial sector is highly successful even without strong national champions? Does it matter if London's skills gap continues to be met by migrants rather than London's residents?

While the mayor plays a key role, including through the London Development Agency, and the boroughs also increasingly focus on economic and regeneration strategies, no agency has an overview on skills and labour market issues in the capital.

Key challenges and issues:

- ✦ **Economic development:** a London-wide strategy for keeping London a world class successful city; highlighting how local authorities, individually and together, need to develop their role in this

area; recognising competition and different positions between boroughs on economic development (eg attracting business investment, knowledge workers, growth sectors)

- ✦ **Meeting the skills gap:** attracting and competing for highly skilled people globally, but also addressing the exclusion of many Londoners, including young people, from London's economy through lack of qualifications
- ✦ **Informal economy:** what would be the impact if the blind eye turned to the informal economy were to change? Or if a backlash against the super-rich in London were to force some political intervention?
- ✦ **Geographic difference:** What are the shifting centres of gravity for the economy in London, in terms of sectors and geography? Is the tilting to the east accelerating? What about the balance between London and the South-East and UK?
- ✦ **Putting London's case:** is London governance equipped to make the case for more control over its resources and for more devolution? ►

UNDERSTANDING AND MANAGING LONDON'S POPULATION FLOWS

The city's population is growing faster than any other major European city. The nature and distribution of the population – shifting flows of UK and international migrants with diverse levels of skills and needs, a population both ageing and getting younger, smaller households, lifestyle patterns of moving to the centre or the outer boroughs, churn of people between boroughs – puts considerable strain on housing, transport and other public services and in certain areas on community cohesion.

Key questions and issues include:

- ✦ **Keeping track of people and patterns:** developing timely and reliable demographic data, making the case for resource allocation to reflect actual numbers, segmenting migration patterns to better understand impact on economy, cohesion and housing; understanding the factors that influence groups of migrants for example Poles and other Eastern Europeans.
- ✦ **Understanding the shifting balance between areas:** will the balance between the cost of living and quality of life drive more people out of London? Will inner London increasingly have only very rich or very poor people, with the middle

pushed out to greater London and the South East? Is there a trend to a 'time-share' city with significant numbers having second homes?

- ✦ **How to adapt to and manage churn:** particularly at times of reducing resources, and with specific challenges for education outcomes and skills.
- ✦ **Different needs and uses of the city:** mapping the needs of young, old, poorer people, residents of inner, outer and greater London and commuters from the South East. ▶



MAINTAINING AND IMPROVING INFRASTRUCTURE

The infrastructure of the city is critical to sustaining the flows of people, goods and skills that propel its economic and cultural dynamism. Yet transport, land use and core public services have struggled to keep up with the pace of growth. In the medium term new growth hinges on successful delivery of major infrastructure projects in east London.

From a resilience perspective the fragmentation of how transport and utilities are managed raises concerns about the city's capacity to absorb and respond to shocks.

Key questions and challenges include:

- ✦ **Thames Gateway and the Olympics:** management of major infrastructure projects has been a historic problem for London and the scale of these two means risks are high.
- ✦ **Brokering discussions on where decisions should lie:** how can London's governance arrangements for infrastructure such as water supply, sewerage and waste be improved; developing pan-London approaches where they are needed?
- ✦ **Transport:** how do we get better at mapping transport needs across the capital and identifying the links to sustainable communities, housing and employment; more transparent

decision making and attempts to balance the focus on east London?

MEETING HOUSING NEEDS

Decline in household size as well as population growth are driving the demand for housing and prices. In addition to increasing supply, there is a need to build more affordable homes for those on average earnings, improve environmental sustainability and raise the amount and quality of social housing for those who cannot compete in the housing market.

Key challenges include:

- ✦ Future proofing new build and retrofitting existing stock for sustainability and carbon reduction reasons as well as maintaining housing quality (see below)
- ✦ Affordable housing for key workers
- ✦ Assessing the capacity and distribution of future growth
- ✦ Assessing scope for family housing in inner London
- ✦ Closing the skills gap in sustainable design
- ✦ Finding better ways of meeting the complex needs of vulnerable people including those that are homeless ►

- ✦ Breaking the link between worklessness and tenure in London's social housing
- ✦ Finding new ways to work with the private sector. ▶



RETROFITTING LONDON'S HOUSING STOCK - AN EXAMPLE OF INTERCONNECTED CHALLENGES

Many of the issues and challenges outlined here overlap, and it is the interconnections that can be most challenging to the public sector. An illustration is the retrofitting of London's housing stock, ie equipping it to meet new standards for reducing carbon emissions and other environmental objectives.

This would make a real impact on the city's carbon footprint (new housing will only ever add a small percentage). Retrofitting could incorporate other ways to 'future proof' buildings by designing in flood protection measures in vulnerable areas, and simple adaptations for older people (the lifetime homes ideas) and possible other 'smart' or technology-driven measures.

This is an area where landlords are struggling, in spite of efforts of agencies like BRE and the Housing Corporation, and partnership solutions are going to be needed to bring down costs and to spread expertise. If foreseen and decided ▶

a decade ago, these adaptations to create resilient, more flexible housing could have been part of the decent homes standard for public housing.

Such a programme would be incredibly ambitious and possibly unaffordable. It is not clear where in London governance it would even be considered. If the will and resources were found, there would be immediate problems in finding the right skills, but also immense opportunities to develop the rising environmental technology sector. There would also be a need for a mix of incentives and regulation to drive this, to persuade home owners to take this up and possibly to move people for periods of time.

ENVIRONMENT AND CARBON REDUCTION

Is London governance up to tackling climate change in the way the Clean Air Act and Victorian public health reforms responded to earlier challenges? There seems to be consensus that action needs to be on a pan-London level. A key question arising from the scenarios is whether there will be tensions between growth and reducing our consumption of energy, or whether carbon reduction and green technology will in fact be a potential driver for growth.

Key issues and questions include:

- ✦ How to retrofit existing housing stock (see above) and future proof public buildings
- ✦ Developing a London wide-strategy including standards, intelligent regulation, a mix of incentives and costs, attempts to persuade and work with people and businesses to change behaviour and consumption.

QUALITY OF LIFE AND WELLBEING

Public space, urban design, the cultural offer, the look and feel of the city and its cleanliness or noise levels as well as transport and other infrastructure affect everyone although these factors can vary across London.

At the same time, there is a significant ►

minority of Londoners who are marginalised through deprivation or unemployment, and often leading parallel lives to those at the heart of London's buzz. The challenge facing London in the future is for it to become a more liveable city for all its residents and workers, while attending to the specific needs of those left behind.

Key challenges and questions include:

- ✦ **Addressing inequalities:** poor health, concentrations of deprivation and worklessness, poverty, greater exposure to crime, potentially more old people living in isolation
- ✦ **Tackling long-term worklessness:** building effective partnerships with DWP; sharing models of initiatives that work in practice; drawing together holistic solutions at a local and sub-regional level, linking employment opportunities to skills, housing, transport and cohesion agendas
- ✦ **Health:** building on examples of good local cooperation through LAAs to engage the London SHA to collaborate with boroughs more effectively; argue for more democratic control over health at the local level; outcomes of the Darzi review including the focus on prevention, concentration of population growth through high birth rates in east London, balancing local and regional provision for best quality provision

- ✦ Attention to **urban design and livability** and perhaps public debates on how London should develop.

COMMUNITY COHESION

London prides itself on few overt tensions between communities over recent decades and during a period of high immigration. Is cohesion a real strength of the capital or a myth hiding a more fragile level of tolerance? Other questions are how increasing tensions in the welfare state such as rationing of eligibility, perceived injustices, postcode lotteries will play out in London? How are different groups of Londoners coping with change? What is the state of the communities they live in?

Key challenges and issues include:

- ✦ **Dealing with London-wide as well as more local cohesion:** good practice; sharing and building knowledge – do we need to learn afresh every time a new community arrives? Have we not got better at integrating new arrivals?
- ✦ **The role of councils in creating cohesion:** working with communities and civil society; leadership; inspiration; being in touch, listening and attending to rising tensions; aiming for mixed communities, neighbourhoods and schools; building social capital. ►

- ✦ **Going beyond community leaders:** can we overcome the limitations of only engaging with recognised leaders and be more directly in touch with communities themselves?



CRIME AND FEAR OF CRIME

Crime continues to rank among top concerns for Londoners in surveys, even though there are some signs that fear is beginning to fall. Partnership working on crime and with the police is rated as good in most areas and at pan-London level as well. Youth violence and gangs are a current concern with high-profile cases of teenage murders, and the solutions across the spectrum of intelligence, enforcement, diversion and engagement of young people are likely to require joint efforts over the long term. Anti-social behaviour also continues to be a challenge.

- ✦ **Pan-London approaches:** ensuring cooperation on youth crime across all boroughs and agencies involved; good practice; avoiding displacing problems to other areas.

BUILDING STRATEGIC CAPACITY AND RESILIENCE ACROSS THE PUBLIC SECTOR

GOVERNANCE ACROSS THE PUBLIC SECTOR

There are natural tensions and competition between tiers of government. After years of having no city-wide government, London now has a mayor with significant powers and a record of flagship innovations like the ▶

congestion charge. Between the mayor and the boroughs, the capital still does not control all its resources and cannot easily mobilise sufficient investment in infrastructure. London's regional and local governments are supplemented by a myriad of other bodies which regulate, coordinate or fund public services but structures, accountability and responsibility for many key issues remain unclear.

Key questions and issues include:

- ✦ **Accountability for population-level outcomes:** who decides what the population-level outcomes for London should be (ie factors that go beyond the managerial responsibility of any one agency, like health or skills)? What organisation or partnership is accountable for orchestrating agencies to achieve outcomes?
- ✦ **Consensus on what is pan-London and local:** analysing and attempting to reach consensus on the spatial levels at which current problems and future challenges can be tackled including areas like waste, or transport.
- ✦ **Working with differentiation and interdependency:** London is not a single place and we need to understand how challenges play out differently across boroughs or sub-regions, across inner and central London and suburban areas; at the

same time, issues such as transport, housing or flows of people illustrate that London operates as one system.

- ✦ **Better relationships:** identify common objectives and improve relationships between different tiers of government and between sectors.
- ✦ **Engaging key partners:** work to bring on board partners who have so far found it difficult to collaborate on broader objectives, such as DWP.
- ✦ **Localism and neighbourhoods:** develop an approach to localism that fits the specific circumstances of London's communities, which are often less coherent than those in other parts of the country. ▶



THE ROLE OF LOCAL GOVERNMENT

What does the future hold for boroughs themselves, their current structures and functions? Will they thrive in new roles or wither under pressures for larger or smaller units of local government in London? Change in structures and responsibilities has been a feature of the London governance landscape (most recently the establishment of the GLA) and more may be on the cards. London's councils will need resilience in this regard as well as other uncertainties.

A key challenge is:

Solving problems regardless of structures: learning how to collaborate across current and any future structures to meet the needs of Londoners.

COLLABORATION: THINKING TOGETHER AND CREATING STRATEGIC CAPACITY

Collaboration in this area could be described as a collective R&D capacity for the public sector in London.

Key challenges and issues include:

- ✦ **Developing and accessing intelligence:** pooling efforts to understand, research and map London's flows of people, key trends, horizon scanning; understanding differences within

London (inner, outer boroughs), different life chances etc; sharing information, drawing on and bringing together London's rich provision of universities, think tanks and other institutions.

- ✦ **Space to think:** creating opportunities to bring people together to look at the future and at pan-London issues, and to develop new approaches; explore how a longer term vision for London could be developed and get buy-in from across the public sector; creating a climate for innovation across the public sector; consider the future shape of local government and the public sector.
- ✦ **Influencing external drivers and policy agenda:** collectively decide on responses to developments outside the control of London's public sector; ways to influence national agenda, and policy direction across London where appropriate.
- ✦ **Looking at risk:** effective mechanisms to identify and manage risks across a complex system (beyond civil contingency planning). ▶

COLLABORATION: DOING THINGS TOGETHER

Partnership working, largely at borough and at sub-regional levels, has become a mainstay of the public sector. Issues such as worklessness, housing and carbon reduction all require collaboration to be scaled up to the pan-London level. Collaboration is equally driven by the need to contain costs and improve services.

Key challenges and issues include:

- ✦ **Exploring shared services and economies of scale:** clarifying rationales for shared services and scoping most suitable areas (possibly backoffice; adult social care; fostering and adoption; pensions; waste collection; communication strategies).
- ✦ **Market management:** moving from delivery to strategic market management, building the capacity of local authorities to manage markets and think more radically and creatively about procurement partnerships both between boroughs and with suppliers.
- ✦ **Workforce management:** recruitment and retention, shared approaches, less competition for rare talent, development of the right sorts of managers for the future?

- ✦ **Developing new tools:** new interventions or measures in housing; intelligent regulation approaches that set standards across the capital where appropriate and work alongside attempts to change behaviour (eg. making it socially unacceptable to fail to recycle as well as paying a cost).
- ✦ **Modelling innovation:** sponsoring, implementing and scaling up innovations across sectors; sharing risks; further uses of technology.
- ✦ **Learning how to influence behaviours:** achieving better outcomes on health, crime, carbon reduction depends on changing behaviours or 'co-creating' outcomes with Londoners; good practice on involving users in service design and delivery; learning to work alongside people including young people. ■





8 What would success look like?

London is already a very successful city by many standards. But what would success look like in 10 to 20 years?

There are many ways of judging cities' performance:

- ✦ Standard economic measures, both absolute and relative
- ✦ Measures of wellbeing, again both absolute and relative
- ✦ Measures of quality of life
- ✦ Assessments of cities' position on networks of flows – of money, information, people

There are also measures which try to get a sense of readiness for the future, for example:

- ✦ School performance
- ✦ Patent production and innovation
- ✦ Speed of adaptation (eg to climate change)
- ✦ Resilience against shocks

And for all of these there are distributional as well as absolute measures – covering how varied performance is (whether by measures of social class, age, gender or other measures such as psychological stress).

London has much to learn from other cities and the London Collaborative has further work underway to examine how London compares internationally. ▶

By 2020 none of the projected top 30 fastest-growing large cities will be from the major advanced economies, with emerging economy cities, for example Mumbai, Istanbul and Beijing set to move into the global top 30 by this point (PWC, 2007). Although London is consistently classified as a leading ‘global

city’ it is in competition with a large number of different types of cities, be they mature cities like Berlin and New York, transitional cities such as Beijing and Mumbai, or emerging cities such as Dubai and Abu Dhabi. Of course we are also in a position to learn from them. ►

TABLE 1

GLOBAL CITIES

WELL ROUNDED GLOBAL CITIES	GLOBAL NICHE CITIES - SPECIALISED GLOBAL CONTRIBUTIONS
i. Very large contribution: London and New York. Smaller contribution and with cultural bias: Los Angeles, Paris and San Francisco	i. Economic: Hong Kong, Singapore, and Tokyo
ii. Incipient global cities: Amsterdam, Boston, Chicago, Madrid, Milan, Moscow, Toronto	ii. Political and social: Brussels, Geneva, and Washington

WORLD CITIES

SUBNET ARTICULATOR CITIES (ie important on some dimensions in regional international networks)	WORLDWIDE LEADING CITIES
i. Cultural: Berlin, Copenhagen, Melbourne, Munich, Oslo, Rome, Stockholm Political: Bangkok, Beijing, Vienna	i. Primarily economic global contributions: Frankfurt, Miami, Munich, Osaka, Singapore, Sydney, Zurich
ii. Social: Manila, Nairobi, Ottawa	ii. Primarily non-economic global contributions: Abidjan, Addis Ababa, Atlanta, Basle, Barcelona, Cairo, Denver, Harare, Lyon, Manila, Mexico City, Mumbai, New Delhi, Shanghai

Globalisation and World Cities (GaWC) Research Centre, Taxonomy of leading cities in globalisation (2004)

International models to assess whole cities are receiving attention because they relate to this competition between world cities. Such high level indicators can also serve to spot important short- and longer-term trends for policy makers within cities and to be part of accountability to citizens. Two examples of comparisons are given here.

Cities have been benchmarked against each other in term of liveability and wellbeing, economic and cultural offer (see the example in Table 1 on the preceding page) and according to the functional importance they have in various global networks (see Table 2). In existing international frameworks London consistently vies with New York for the top spot on aggregate financial, economic and cultural indicators. This of course masks uneven performance in specific areas that may become more important over time.

Like other cities that rank highly as mature world cities London tends to have middle rankings when quality of life and liveability are the core focus. In the Economist Intelligence Unit's Global Liveability survey, London ranks 47th out of 126 cities. In comparison Vancouver ranks 1st, New York 51st and emerging cities such as Beijing and Abu Dhabi rank 70th and 76th respectively. In the Mercer Human Resources liveability survey, London ranks 39th out of 51 cities, with New York trailing just behind at 45.

Although less developed than other approaches, cities are beginning to assess their capacity to face the future. The US consultancy CEO for Cities assesses and compares 50 metropolitan areas against factors such as: talent, innovation, connections and distinctiveness. ■

TABLE 2

	LONDON	NEW YORK	LOS ANGELES	PARIS	HONG KONG
WORLD FOOTPRINT*	99%	72%	85%	95%	73%
POPULATION (MILLION)	7.518	8.085	9.948	2.154	6.708
FOREIGN – BORN NATIONALS	30.5%	37.0%	36.0%	14.4%	6.6%
INTERNATIONAL TOURIST ARRIVALS	15.2	7.0	4.6	9.6	25.3
FT 500 HEADQUARTERS – NO.	22	22	6	22	7
FT 500 HEADQUARTER % MARKET CAPITALISATION	6.1%	7.2%	0.7%	4.6%	1.5%
FINANCIAL VOLUMES	1	2	20	7	10
GLOBAL FINANCIAL CENTRE INDEX	1	2	-	11	3
UNIVERSITIES -NUMBER OF FACULTIES IN TOP 100	12	11	25	3	3
OLYMPIC GAMES	3	2	4	3	0

* World footprint is an aggregated measure of economic and inter city connectivity (including trade, information etc.)

Oxford Economic Forecasting, London's place in the UK Economy, 2007-08

9 Next steps

SELECTING AREAS FOR COLLABORATION

We will work with stakeholders to select which of these challenges are useful to explore further. There should perhaps be a mix of 'quick wins' and longer-term gains, of challenges which could tackle blockages and build on existing consensus, and of pan-London issues and 'coalitions of the willing' to address more regional ones. Themes chosen should be those where:

- ✦ there is pressure for action, because the issue poses particular problems for London's public services over the timescale of the project
- ✦ there is pressure for action because the challenge demands a specialist response
- ✦ there are known to be important challenges, but these are complex and, as yet, future trends are not fully understood

- ✦ inter-borough collaboration is necessary to achieve results
- ✦ borough response is not solely determined by party political imperatives and there are reasonable prospects of cross-borough agreement
- ✦ there is agreement about what success looks like and how it would be measured
- ✦ action by the London Collaborative would not duplicate or undermine the actions of another agency or initiative.

We welcome views on these criteria for selection, as well as on the challenges we identified and the possible areas for collaboration. Please see the questions below. ►

This report launches the London Collaborative to stakeholders. We hope it will provoke reactions, debate and ideas as the content of the programme and areas for collaboration are identified.

In particular, we would welcome your views on these questions:

- ✦ What are your views on current levels of collaboration across London's public sector?
- ✦ Do the concepts of resilience to shocks and adaptive capacity (shared intelligence, quick responses) make sense? How can we develop them?
- ✦ What do you see as the three greatest future challenges for the capital?
- ✦ What are the three areas where collaboration is most needed and could make a real difference?

Any other views on our work to date or suggestions for the future are valuable as well (please contact us london@youngfoundation.org. ■

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THE LONDON COLLABORATIVE

The London Collaborative is a partnership led by the Young Foundation, in association with the Office for Public Management (OPM) and Common Purpose.

The three organisations bring distinct strengths in social innovation, analysis and research, and experience of developing and supporting leadership to the mix. All are close to local government and public service but not of it. All bring perspectives that look beyond institutions and current systems, be it ways of understanding real life experience, views from different sectors or lessons from abroad.

The key objectives are to:

- ✦ Develop a shared understanding of the medium- to long-term challenges London faces
- ✦ Offer London's public sector leaders space, inspiration, knowledge, networks and ways of working to address these
- ✦ Improve connections and relationships on London-wide issues.

The London Collaborative programme runs until March 2009 in the first instance but with a built-in challenge to make strands of the work sustainable in the longer term.

Active collaboration on four or five key challenges facing London is at the heart of the programme. We will turn to this after the completion of phase 1.

For further information on the London Collaborative programme and to give your views contact www.youngfoundation.org/london telephone 020 8709 9035

The two background reports on scenarios and the evidence review are available on this site.



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