

A year in the Life of
the London Leaders
2007-08

August 2009

London Sustainable Development Commission

City Hall
4th Floor
The Queen's Walk
London SE1 2AA

www.londonsdc.org.uk

Acknowledgements

The London Sustainable Development Commission, with special thanks to Richard Stephenson as Chair of the London Leaders sub-group, and GLA Sustainable Development Team.

London Leaders photography courtesy of Hayley Madden

Greater London Authority, May 2009

Published by
Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA

enquiries 020 7983 4100
minicom 020 7983 4458

Copies of this report are available from www.londonsdc.org.uk

Foreword

Welcome to 'A year in the Life of the London Leaders', the first annual report of the London Sustainable Development Commission's London Leaders programme.

Our ambition is for London to become a global benchmark for sustainability and this requires strong and visionary leadership, at all levels, from boardrooms to communities. This is why in 2007 the London Sustainable Development Commission (LSDC) launched the London Leaders programme - to inspire and catalyse positive change, demonstrate sustainability in action, and increase London's capacity for sustainable development leadership.

Each year the LSDC selects a group of London Leaders who make sustainability real. It is by showcasing their successes and sharing their stories that the programme works to inspire positive action by others. It was an exciting and rewarding first year for the LSDC. The Commission worked with leaders from fields as diverse as the arts, food, health, event management and construction; and together our Leaders have shown how everyone and every sector can make a difference.

Making sustainability real for everyone is absolutely crucial if we are to tackle London's sustainability challenges. In the first year projects were delivered in communities and organisations across London - from the launch of a cookbook of Bangladeshi recipes promoting community gardening and healthy eating, and retrofitting green roofs on London businesses, right through to building the capacity of the construction industry to deliver sustainable homes.

We believe this is just the kind of action we need to inspire and stimulate change. We don't have all the answers but we are already seeing the benefits of cross-sector working and the unique

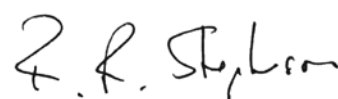
collaborations the programme encourages. By showcasing practical examples and tangible achievements, London Leaders aims to bring to life and illustrate what sustainable living and working is all about.

We will take the learnings from the first year and look at where we can develop and enhance the programme to ensure we continue to meet the challenges and respond to the opportunities that achieving a sustainable London presents.

We hope that this annual report gives you a flavour of the work undertaken by the Leaders and inspires you to get involved, helping to make London the world's global hub for sustainability in action.



John Plowman
Chair, LSDC



Richard Stephenson
Commissioner and Chair of the London Leaders sub-group, LSDC

Introduction

London Leaders brings together London's leading lights in sustainability, to deliver real change, and inspire others to do the same.

The London Sustainable Development Commission (LSDC) launched London Leaders in October 2007 to inspire and catalyse positive change, demonstrate sustainability in action, and increase London's capacity for sustainable development leadership.

By bringing together sustainability leaders from all walks of life across London, our intention is to demonstrate the power of cross-sector partnership and innovation for tackling London's sustainability challenges and delivering improvements in quality of life.

Our goal is to motivate and empower individuals, organisations and communities to take responsibility and make the changes necessary to realise the vision of making London a global benchmark for sustainable development.

A Year in the Life of the London Leaders is our first annual report and tells our London Leaders story to date.

In 2007 we appointed 15 London Leaders who over 12 months delivered a range of projects across the sustainable development agenda.

This report looks at the London Leaders' projects through the lens of a number of overarching

themes: leadership; capacity building; partnership working; community participation; and innovation. Creating change requires us to continually reach out across London and beyond, and each Leader creates a ripple effect around them, influencing and inspiring others with their example, and stimulating new ways of thinking and doing. By sharing stories the London Leaders are able to create changes bigger than their individual actions.

London Leaders is a low-budget programme that aims to provide support and add value to the work of the Leaders. London Leaders do not receive direct financial assistance but do have the support of the programme infrastructure, training, events, press and publicity. The LSDC is able to demonstrate direct and indirect benefits. These extend from the immediate beneficiaries of individual projects, to the wider and cascading environmental, social and economic benefits of enhanced sustainability leadership and the impact this has on the ongoing operation and growth of organisations and the engagement of community stakeholders. Building upon the success of the first year of the programme we have recruited 16 Leaders for 2009.

This report contains an evaluation of the first year of the programme against our key programme principles and will be used to develop and improve the programme in subsequent phases. Recommendations are made throughout this report and we welcome any feedback from stakeholders.

Background

Where did London Leaders come from?

Sustainable development is a global challenge and one where cities are playing an increasingly important role. In the UK 90% of us already live in towns and cities. By 2020, two thirds of the world will be urban dwellers, so if we can get city living right, we will be well on the way to securing a better future.

The LSDC wanted to learn from what other cities were doing in order to promote and embed sustainability into policy and project development. In 2007 the LSDC published 'A Greater London: making it happen', based on commissioned research into international best practice on sustainable cities. The research identified nine case studies that integrated sustainability objectives to deliver economic, social and environmental benefits for their communities and organisations. The research identified a number of factors important in ensuring the success of sustainability projects:

- Leadership
- Capacity building
- Partnership working
- Community participation
- Innovation.

London is already demonstrating leadership across a number of areas that contribute to the city's sustainability and overall quality of life, as evidenced by:

- The publication of the Climate Change Action Plan in 2007, setting a target of 60% reduction in carbon dioxide emissions from 1990 levels by 2025.

- The launch of Low Carbon Zones by Mayor of London, Boris Johnson, in May 2009 to deliver low carbon solutions to households and businesses.
- Plans to deliver the most sustainable Olympic and Paralympics Games in recent history, and the creation of the Commission for a Sustainable London 2012, an independent assurance body to monitor progress.
- The introduction of a London Living Wage, currently standing at £7.60, well above the national minimum wage of £5.52.
- Complete coverage of neighbourhood police teams and new initiatives to tackle youth crime, such as Operation Blunt 2, which has seen over 5,000 knives and other weapons off the street.

Despite significant progress in certain areas, we cannot rely on governments alone to deliver the large scale transformation needed to deliver sustainable development. Leadership at every level is crucial if we are to deliver the scale and speed of changes necessary to tackle sustainability challenges such as climate change, poor air quality, child poverty, and income and health inequalities.

The recognition that leadership is pivotal for a sustainable future led the LSDC to set up the London Leaders programme.

How do we deliver change?

Sustainable development is about delivering a better quality of life for everyone now and in the future. The LSDC promotes an integrated approach to delivering this vision, rather than a single issue based approach. Therefore finding joined up solutions that deliver social, economic and environmental benefits underpins the London Leaders programme.

Catalysing and accelerating the pace of change is vital for London to meet its ambition to be a global benchmark for sustainability. Therefore the London Leaders programme aims to inspire and deliver change by:

- Demonstrating sustainability in action by showcasing innovative solutions;
- Showing the benefits of joined up thinking and cross-sector partnership working;
- Supporting and developing leadership for sustainable development.

This report is structured around five key principles identified in 'A Greater London: making it happen'.

Leadership – inspiring others to take action through leading by example;

Capacity building – empowering ourselves and others with the skills and experience to take positive action;

Partnership working – empowering and partnering with other communities and organisations to deliver change that cannot be achieved by one organisation alone;

Community participation – engaging and working with stakeholders and communities to deliver meaningful and long-lasting change;

Innovation – going beyond business as usual; forging new partnerships, exploring new ideas and finding innovative solutions.

Maximising the benefits from the programme requires us to monitor and evaluate the outcomes and make improvements. We return to the issue of ongoing programme evaluation later in this report.

Who are the London Leaders?

The LSDC appointed 15 London Leaders in the first year based on nominations and personal recommendations. We asked each of them to commit to a new goal and some of their stories are told here. (See Appendix 1 for a full list of London Leaders.)

What happened during the year?

15	London Leaders
15	projects
8	high profile events
6	London Leaders networking meetings
5	issues of the programme newsletter, London Leading
50+	items of press coverage, in print, online, and broadcast
400	network members
2	London Leaders films
1	interactive website with members directory and discussion forum

Leadership

Leadership is about making decisions, setting new benchmarks, taking risks, being prepared to make mistakes, learning from others, and empowering ourselves and others to make change happen.

The London Leaders show that leadership comes in all forms and that deep, positive change can happen when motivated Londoners work for a greater London. The London Leaders demonstrate sustainability in action and by showcasing success and sharing stories the programme works to inspire positive action by others. The programme acts to support and develop leadership capacity for sustainable development so that leaders can be more effective in their work to catalyse change in others.

Case story: Delivering energy efficiency at the London scale

Part of Mark Johnson's London Leaders commitment was to increase Domestic Energy Efficiency grant uptake in London by 50% in 2008.

Through London Warm Zone Mark secured £650,000 of CEEF (Central Energy Efficiency Fund) funding from DEFRA. Working with Warm Zone and seventeen partner boroughs a comprehensive grants promotion scheme was delivered, resulting in 10,000 domestic applications for energy grants and approximately 10,000 tonnes CO₂ savings per year.

“

”

The London Leaders programme is not about tick box success. It is inspiring to hear the achievements of others, but failure is also important as we learn together. Whether I succeed or not I will be grateful for the support and encouragement of Leaders...I am excited to see the efforts of the wider community.

Reverend Roger Gayler, taken from an article in Inspire magazine, July 2008

I certainly feel better able to promote sustainability leadership within my own organisation and outside within the G.15 Group of housing associations. Internally, I have advocated and supported our involvement in SHIFT (Sustainable Homes Index for Tomorrow), in which Peabody got the highest rating of any housing association in the country. We have also developed a sustainability strategy that will shortly be going to our Board and will direct Peabody's sustainability activities over the next three years. **Stephen Howlett, Chief Executive, Peabody Trust**

I already had an MA in Sustainable Development Leadership so I hope I already had a sense of the requirements of leadership. However, the concept of symbolic self-completion came into its own – being labelled a 'Leader' meant I really wanted to live up to that badge and I focused more on what it takes to be a leader and how to improve. **Solitaire Townsend, Chief Executive, Futerra Sustainability Communications**

It has been a huge responsibility committing to the programme and to being an exemplar and community leader for sustainable development. Whilst I haven't built anything with bricks and mortar yet, the foundations are being laid and the programme has helped me to find new routes to delivery. Empowerment has been the key benefit for me, I feel valued and trusted, which is having a tremendous impact on my work. **Philippe Castaing, Founder, Brixton Green**

What did we learn?

The London Leaders programme model of showcasing leadership to catalyse change has received really positive feedback. The media coverage received in the first year has also demonstrated the appetite for inspiring leaders, in particular non-traditional leaders who can demonstrate that anyone and any organisation can lead the way and make a positive difference.

Feedback from the first group of London Leaders identified that the opportunity for personal development provided by the programme was one of its key strengths. Many commented that as a result of participation they had strengthened skills and increased confidence to take forward their sustainability aspirations.

How are we responding?

The diversity of leaders within the programme meant that we had to tailor our support and ensure that there were opportunities for engagement at different levels. Meeting the needs of a diverse group poses a challenge but the Commission is exploring new ways of tailoring the support offer and meeting the various leadership development needs.

A priority for the next phase of the programme is to explore in more depth the most effective ways for leaders to encourage others to replicate and extend successful projects or approaches.

Case story: The BASH studio

When Joe Oliver, Founder and Director of BASH joined the London Leaders programme he made a pledge to champion the development of a sustainable club and events space. In reality he took on an even bigger challenge.

In Autumn 2008 BASH took on a 33,000 square foot derelict building next to Bishops Gate, which was going to be knocked down, and over 8 months it has been transformed into a mixed use development model for sustainability in the inner city. The building now has 80 tenants, ranging from government public affairs personnel, a fostering charity, to individual artists and designers.

“It’s the diversity that I love. Some people wear suits everyday, some have never even worn a suit, but the shared values and the vibe is incredible,” says Joe.

“We have a roof garden with beehives, a 3,500 square foot gallery and event space, meeting and training rooms, and we’ve even established a club in the basement, which is testing new environmental benchmarks for live entertainment.

“Over the last year BASH has grown from a small group of directors to a staff of 16 and we’ve had 60 volunteers, testament to the growing publicity and profile of what we do. It’s incredible to see the transformation of such a space, for me it’s a story against the odds; it does inspire, it is creative, and it is professional. It’s been a real BASH team effort and down to a strong belief in taking action and approaching a challenge with an open mind.”

Capacity building

To deliver transformational change on the scale required to tackle many of our current sustainability challenges, capacity building for sustainable development is essential. In its publication 'Capacity Building for Sustainable Development' (2002) UNEP described capacity building as, "building abilities, relationships and values that will enable organizations, groups and individuals to improve their performance and achieve their development objectives."

Capacity building needs to operate at a number of levels: personal, community and organisation/institution. Developing the right knowledge and skills to make changes is not enough, as we must also be empowered to make decisions and engage others in that process. Approaches taken to capacity building are varied; from traditional training and education, to networking and experiential learning.

The London Leaders programme aims to build the capacity and capability of the leaders through regular networking and the sharing of good practice. The network of motivated, empowered and experienced Leaders will build the critical mass needed to drive capacity building across organisations and communities.

Some of the London Leaders' projects had a particular focus on capacity building and some of these examples are provided below.

What did we learn?

As well as supporting projects that deliver capacity building, there should be greater focus on the development of the programme to enhance its contribution to capacity building and translate awareness of sustainability into action and behaviour change.

Case story: Research across disciplines, King's College London



As Principal of King's College London, Professor Rick Trainor sees his role as promoting sustainable practices within King's College's internal operations and through the university's research expertise.

Rick says, "My [London Leaders] commitment is to promote collaborative, inter-disciplinary research to develop solutions to sustainability public policy issues. This will draw on the expertise and institutional practice within King's College and lead to a London symposium on sustainability policy to advocate novel, integrated solutions that can be put to regional and national Government."

In January 2008, King's hosted 'Achieving Sustainable Air Quality for London'. Attended by academics, policy officers and businesses from across London, the event profiled London's current response and challenges to improving air quality in the context of the global challenge.

Then in September King's hosted 'The Sustainable Estate', an event to facilitate the sharing of good practice across sectors and demonstrate the value of sustainable practices in estates of multi-functional buildings, including new build and retrofit.

The overarching purpose of both these events was to not only raise awareness, but also to share best practice to enhance the capability of policy makers, academics, and practitioners to deliver more sustainable solutions.

Case story: Refugee Environment Action London

Tzeggai Yohannes Deres' London Leaders commitment was to establish a network of refugee leaders in order to increase understanding and the active participation of refugee organisations and communities in the sustainability of London. Tzeggai said, "People don't always understand their capacity to contribute to change and we need to provide that help and support to build their confidence – everyone is important. It's hard work but there are big benefits."

During his year as a London Leader Tzeggai, Director of the Evelyn Oldfield Unit, formalised the organisation's commitment to sustainable environmental policies and established REAL (Refugee Environment Action London).

REAL has a special focus on young people and elders in refugee communities and one of the first activities of the network was a residential in the Brecon Beacons National Park, bringing these two diverse groups together. The shared and recorded perspectives on the environment, community, and communication between elders and youth, which were explored during the residential have now been incorporated into the strategic vision of REAL.

Tzeggai said, "One of the most important elements of this residential is to experience a physical interaction with the environment. It is also the foundation of a bigger project to engage and involve minority groups in environmental issues."

Supported by LSDC Commissioner Chris Church, Tzeggai has subsequently held a two-day leadership training session for potential REAL leaders to help build the skills and confidence these refugee leaders need to take environmental messages out to communities and networks across London.

Case story: Building the capacity of the housing industry

London Leader Elliot Lipton, Managing Director of First Base, pledged to work with the housing supply chain to ensure that the aspiration for sustainable homes is met by the availability of suitable products from the industry. This commitment was based on a belief that if industry is to respond to current (and future) government targets for new build, in the timescales needed, significant and concerted capacity building is needed within the construction industry.

"At First Base we have always pushed the boundaries and shown that there are ways of doing things more sustainably. As a business, we are responding to an increasing consumer trend for sustainable products, but this also presents an opportunity to raise sustainability standards across the entire delivery process. Knowledge sharing is key to this – we are founding members of the UK Green Building Council and have seen the benefits that have come about from setting this up. When knowledge is shared and people work together, the opportunities for win-win outcomes and improved experiences is enormous," says Elliot.

How are we responding?

The LSDC is looking at developing the training element of the London Leaders programme to better enable Leaders to cascade their skills and experiences to enhance the capability of others. The programme will also investigate the role of the London Leaders Network for developing and mobilising wider and deeper capacity building.

Partnership working

London is a large and complex city with a complex governance structure and many competing interests that make tackling sustainable development and improving the quality of life for all Londoners a difficult task.

This means that many of the sustainability solutions often need to be developed and delivered through partnership working.

Partnership working has therefore been built into the heart of the London Leaders programme, both in the way the programme operates and within the individual projects that are developed.

“ ”

Partnerships take time to develop but through the London Leaders programme I have made great contacts with other Leaders and Commissioners alike. The London Leaders programme is a partnership in itself and this access to knowledge and experience is one of the key benefits. Sustainable development entails learning, and sharing knowledge and experience, and London Leaders plays an important role in this. **Philippe Castaing, Founder, Brixton Green**

Case story: Arts Day and the emergence of Respond!



In June 2008 Michaela Crimmin, Head of Arts at the RSA in collaboration with fellow London Leader, Joe Oliver, Director of BASH, launched 'Arts and Ecology Day' at City Hall, in association with Arts Council England.

The aim of this initiative was to engage the creativity and influence of the arts community in making London a more sustainable city. The high profile event, attended by over 250 people, helped to raise the profile of sustainability in the arts and cultural sector by celebrating new plays, poems, music, artworks and dance across London. A fast moving one-hour programme of performance and commentary by people committed to responding positively to sustainability challenges, included contributions from Royal Institute of British Architects President Sunand Prasad; theatre director Nigel Hinds; musician Marmaduke Dando; and world leading expert in the development of sustainable cities, Peter Head, LSDC Commissioner and Director at Arup.

The feedback from Arts Day was overwhelmingly positive and has encouraged Michaela and the team to take previously backroom ideas to a larger stage. In June 2009 the RSA Arts & Ecology Centre, continuing their association with BASH, hosted Respond!, a month long show of environmental awareness through the arts in the UK. The aim is to engage and inspire arts audiences through discussion and at events, exhibitions, talks and projects happening in June.

There are already an incredible number of projects, organisations and initiatives in the arts that have responded to the ever-increasing threats to the environment and society, which continue to organise vital and stimulating discourse around the subject. The RSA Arts & Ecology website is committed to drawing attention to this work and extending the debate further among an active and engaged audience.

For more information and to get involved visit: <http://www.rsaartsandecology.org.uk/projects/respond>

“ ”

One of the best things about London Leaders has been the diversity of individuals working in different spectrums, and the collaboration that has emerged within this. My unusual collaboration with Michaela and the RSA certainly wouldn't have come about without London Leaders. Our work has really gathered momentum, it's been a great learning experience, and we now have even greater aspirations. **Joe Oliver, Director, BASH**

Through regular networking events the Leaders were encouraged to collaborate and work together. In the first year of the programme Michaela Crimmin from the RSA, an established figure on London's art scene, collaborated with Joe Oliver, a young eco-events entrepreneur to hold an Arts and Ecology event. This has led to the launch of Respond!, a month of arts and cultural activities showcasing the creative sector's perspectives and action on sustainability. This demonstrates how, by working together, London Leaders can act as a catalyst for even bigger change.

Case story: Sustain 72



Sustain 72 - London's Private Sector Housing Sustainability Community was set up by Mark Johnson, Operations Director of London Warm Zone, in recognition that cross-sector partnership working is essential for

tackling city-wide sustainability challenges. The Sustain 72 network was established to both champion and bring wider integration to the large number of sustainable development issues that face London in its private housing stock.

Many of London's biggest challenges such as climate change, fuel poverty, income maximisation, social inclusion, water conservation, recycling, empty properties, non-decent homes and the provision of services for the elderly or disabled, fall within London's private sector housing stock.

72% of all London's homes are privately owned. It is essential that whilst we plan to build modern sustainable homes for the future, we also seek to address the far greater challenges of minimising the environmental impact of our existing private housing stock to improve the quality of life for its residents.

Sustain 72 is now chaired by Melanie Poyser, Manger of the Southwark Handyperson Service and appointed a London Leader for 2009. Find out more at: www.sustain72.org.uk

“ ”

The London Leaders programme helped me to think of sustainable development more as an approach or an understanding, rather than a set of activities or efforts on one particular agenda. I think it can only be achieved by thinking in an integrated way and communicating this holistic approach and the benefits it can bring.

A holistic approach to sustainable development is essential. By going that extra mile to build partnerships and integrate agendas and traditional work programmes, we can achieve and deliver more, deliver better and lay the foundations for increased outputs as sustainability climbs ever up the agenda.

**Mark Johnson, Operations Director,
London Warm Zone**

Going forward, the Commission will be focusing on strengthening the links and communication between the project work of the London Leaders and policy development at the regional and local level. This will provide the opportunity for London Leaders’ projects to demonstrate ‘policy in action’, and for the learnings from project delivery to influence policy development.

What did we learn?

Partnership works on a number of levels: within the London Leaders programme and collaboration between individual Leaders; between organisations and individuals on a project basis; and between the LSDC and London Leaders programme, and other national, regional and local organisations and networks.

How are we responding?

The benefits of innovative partnership working through the London Leaders programme; where all partners benefit and where the outcomes are stronger as a result of that partnership, are already emerging. The Commission will continue to explore ways to foster strong partnerships within the London Leaders Network.

Community participation

Unless people feel they have played a part in determining programmes and policies that will

affect their lives, all too often they feel no responsibility for their implementation.

Case Story: The Coriander Club Cookbook



“Tucked away in one of the densest parts of London lies a green oasis where a group of Bangladeshi women meet to tend the land and grow exotic produce.” From an article in *Grow It!* January 2009

Lutfun Hussain, Coordinator of the Coriander Club at Spitalfields City Farm came to Britain in 1969. “In those days it was harder to find Bengali vegetables so I began to grow them in my garden,” explains Lutfun. The years of experience adjusting to growing vegetables in the British climate paid off and when Lutfun established the Coriander Club in 2000, local Bangladeshi women joined her. The club now provides a valued space to not only grow fresh, organic vegetables, but exercise, socialise and promote healthy living.

“The main aims of the Club at the beginning were to grow fresh organic Bengali vegetables using environmentally friendly companion planting techniques (which do not harm soil or useful insects) instead of pesticides, and promote healthy living. But the social benefits are wider as Bengali women can socialise in a safe, culturally sensitive environment. It builds their confidence. They learn or improve on a healthy living style within a Bengali context. They then teach this to their family and friends and it helps to improve intergenerational bonds.”

The development and publication of the cookbook by the members of the Coriander Club represents the first step in Lutfun’s and the Farm’s wider aspirations to create a ‘Spitalfields Green Quarter’ and the cookbook forms part of the Farm’s outreach work.

“The cookbook has helped to teach the women in the club that healthy Bengali food can be cooked without sacrificing the taste. When our community sees our Bengali vegetables growing it then gives people the confidence to successfully grow their own, even in a British climate. Growing vegetables at the farm is also affordable for local families. We have 10 – 12 regular members of the Coriander Club that take part each week but the cookbook helps us to reach many more.”

As a result of the London Leaders programme, Spitalfields City Farm has been building links with the Peabody Trust - the cookbook features a guest recipe from members of ‘Smoothie Sundays’, one of the projects developed as part of the ‘Eat to Live’ initiative.

The cookbook, which includes a foreword from celebrity chef Oliver Rowe and a letter of support from Mayor of London, Boris Johnson, was launched at Spitalfields Summer Fair in September 2008.

Over 850 copies of the Coriander Club cookbook have been sold to date and the farm is currently considering a re-print due to public demand. All proceeds are being reinvested into the farm and the Coriander Club.

The two case studies presented here demonstrate how building community participation into the heart of development and delivery has resulted in projects that create interest and support the delivery of long-term benefits.

What did we learn?

The programme encourages all Leaders to build community (or stakeholder) participation in to the core of the project, at the earliest stages of their development. The earlier community participation

is initiated, the greater the potential to secure the buy-in needed for sustained and meaningful change.

How are we responding?

The LSDC will explore how the London Leaders programme can further encourage the adoption of early and effective engagement linked to continued participation in delivery.

Case story: Eat to Live



In association with the London Leaders programme the Peabody Trust delivered 'Eat to Live' including a number of projects: Digital

Kitchen, Pukka Tukka, Smoothie Sundays and Intercultural Food Day. The projects were designed in conjunction with Peabody Trust housing residents across London with a view to encouraging residents to adopt healthier diets and lifestyles through community based activities. Peabody adopted a personalised approach in order to make a significant impact on community health and well-being.

All of the projects were based in local community facilities to ensure that residents could walk and had easy access to the activities. Project menus were designed with, and targeted at residents with low incomes. The combined projects not only showed them how to break bad habits, they also provided practical support and advice on how to shop on a budget and cook

nutritional meals. Peabody was able to employ local people to deliver some of the specialist services for example nutritional advice.

Peabody measures the success of 'Eat to Live' in a number of ways, including the engagement of residents, capacity building of local organisations and the establishment of a volunteering network.

'Eat to Live' has worked with 1095 residents, providing practical support and advice on how individuals can change, taking small steps to improve their own wellbeing. Residents are now aware of what is available in their local community and how they can participate, for example one of the Peabody estates is now setting up a food co-op.

'Eat to Live' worked with 24 local community and voluntary sector organisations.

Peabody established a volunteer network and is recruiting resident volunteers. This will not only ensure that the projects continue but it is providing valuable work experience for local people.

Innovation

Business as usual will not deliver sustainability. Many of the challenges we face in our cities are deeply rooted and persistent. Thinking about sustainable development in an integrated manner and taking a joined-up approach, can in itself lead to innovation and offer a breakthrough - whether this is thinking differently, working with different partners or finding new technological solutions.

The London Leaders programme fosters innovation by:

- Offering new ways of thinking about sustainable development;
- Convening opportunities to debate solutions to existing challenges in a safe space;
- Encouraging new, cross-sector partnerships;

- Providing a platform for showcasing new ideas; and
- Finding new ways to communicate sustainability with Londoners.

“ ”

The main barrier to project delivery was motivating people to go above and beyond business as usual. Behaviour change is difficult even when your target audience are supportive as we all have lots to do in our own life at work and at home. It demonstrates how important building leadership capacity is as it's only strong positive leadership that can motivate and inspire people to go further! **Mark Johnson, Operations Director, London Warm Zone**

Case story: Pioneering a social carbon offsetting company for London

In collaboration with Professor Ben Croxford, from the Bartlett School at University College London, Mark Johnson established 'The London Social Carbon Offset Company', the third component of his London Leaders pledge. The company provides a transparent way of offsetting carbon dioxide emissions by funding projects in vulnerable homes in London, thus delivering both environmental and social benefit. The offsetting fund is used to replace old inefficient appliances in vulnerable homes (generally those in receipt of benefits). The vulnerable homes benefit from reduced electricity bills and improved refrigeration facilities, and a reduction in associated carbon emissions. The carbon offsetting company is now operational and a case study delivered.

“All of the projects I delivered this year looked at the environmental, social and economic aspects of sustainable development and delivering change, with a focus on climate change and its impacts in particular. The short and long term benefits have been to lay down both the partnerships and best practice models for any future pan London carbon dioxide reduction scheme.

“I was able to be more ambitious and innovative as a result of the London Leaders programme. Whilst my first objective to increase London's grant uptake by 50% could have been achieved via my day job it would have been less well promoted. The other two projects were much more innovative and ambitious and were only done because of the Leaders programme.”

Case story: Retrofitting green roofs is achievable!



Dusty Gedge is the Founder of Living Roofs and one of the UK's leading proponents of green roofs. His London Leaders pledge was to retrofit three green roofs in central London.

“Green roofs are an environmental technology

that are also one of the few that provide a range of benefits from nature conservation, water retention, energy savings and in central London's case, the potential to help reduce the urban heat island effect. They also provide social benefits in terms of amenity and access to green space. As such, my London Leaders pledge is intrinsically about an integrated approach to climate change. They are multi beneficial and whilst traditionally have been often dismissed by the engineering world, they provide immediate and long-term benefits to both the building occupants, such as reduced cooling costs, and the wider urban environment, such as providing habitat for bees and other London Biodiversity Partnership priority species” says Dusty.

During 2008 Dusty installed two green roofs in central London:

- National Magazine – installed a 25msq meadow roof in July 2008. National Magazine publish Country Living magazine, which ran a story on the Soho green roof, helping to make green roof innovation desirable and reaching a readership of 1 million people.
- Lendlease Retail – installed a 30m2 dry garden roof in November 2008.

Both businesses are considering further roof installations and are in a position to influence other organisations and developers. Furthermore the pledge has raised the profile of retrofitting and Dusty has seen an increase in the number of businesses who are interested in installing on existing roofs this year. A number of these potential green roofs are within the same area as the two roofs already installed indicating that the pledge will have a wider impact in the longer-term.

What did we learn?

If taking an integrated approach to sustainable development can deliver innovation, then the importance of capacity building is emphasised even further. Only by equipping leaders, practitioners and policy makers with the skills and confidence to pursue this integrated sustainable development vision, can we provide equality of opportunity for innovation to happen.

A key benefit identified by the London Leaders was that the programme and networking

facilitated new ideas and innovative thinking. Because the programme brings together individuals and organisations that might be unlikely to meet, these groupings aided the identification of gaps and opportunities in sustainability action, encouraging greater ambition in finding joint solutions.

All the London Leaders recognised the value of learning from each other and from successes and failures. Whilst the programme provides a platform for showcasing achievements there is also value in looking at what didn't work

well and actively seeking to identify options for improvement, so that, as a sustainable development community we collectively develop skills and solutions to tackle the challenges.

“

”

My status as a London Leader has been particularly helpful accessing and working outside of the UK, particularly in the USA, South America and China, where London has an enviable reputation for sustainable development innovation. My association with this has certainly helped to deliver my aspirations. Conversations with other London Leaders at events have helped me to address what I think are priorities, and have provided freedom for personal thought. **Solitaire Townsend, Chief Executive, Futerra Sustainability Communications**

Case story: Broadcasting Green

Communicating sustainable development is big business and critical to changing behaviour. In response, London Leader, Solitaire Townsend, Chief Executive of Futerra Sustainability Communications, has been working with national and London-based media companies to promote and develop 'Broadcasting Green'.

The purpose of Broadcasting Green is to promote green behaviour product placement and to encourage pro-environmental behaviours by normalising these in the television, film and advertisements that are watched by millions everyday. This is both a creative and technical challenge and Broadcasting Green aims to produce a set of guidelines backed by major media organisations that will help implement these sustainable behaviours on screen.

Measuring success

The diversity of London Leaders and their individual projects means there is no one metric for measuring the impact of the programme. Indeed success looks very different for each project and for each Leader.

For some projects, such as Mark Johnson's energy efficiency grant take-up, it has been possible to measure the impact in terms of tonnes of carbon saved. For others, such as Art and Ecology Day, success can be measured by the 250+ arts organisations that have participated (both in the original event and in the subsequent Respond! initiative).

An overarching aim of the programme is to catalyse change. By sharing good practice, through events, publicity, and via the website, the Commission hopes that many of these projects will be replicated, across London and further afield. The case stories in this annual report show how already the London Leaders have started to catalyse action.

The programme has provided an opportunity for personal development for the Leaders, which in turn, contributes to the Commission's aim to build capacity for sustainability leadership. Leaders report that they feel better able to motivate and deliver change within their own community or organisation as a result of working with and learning from each other over the course of the year.

“ ”

My year as a London Leader has been exciting, interesting and an eye opener. Before London Leaders came about I was very much working in a fringe capacity, focusing on the nightlife economy and creative programming. Working under the radar on one-off exemplars, it was difficult to achieve recognition for the range of work going on. London Leaders has raised awareness of this activity and has demonstrated tangible impacts at the small scale, hopefully inspiring replication at a larger-scale. It has enabled me to widen my contacts and exposure and move some of my creative work into the mainstream. **Joe Oliver, Director, BASH**

The Coriander Club is a small project and at first I was nervous as to how we would fit with a big organisation and programme. I strongly feel that as I have taken part in this programme it has helped me to deliver aims of sustainability and I have become much more confident and stronger within my role at the farm. English isn't my first language and my written and verbal communication skills have definitely improved because of my involvement. **Utfun Hussain, Project Coordinator, Coriander Club**

“



It's incredibly important to support people pushing the boundaries and this is what's been so fantastic about London Leaders - that it recognises and provides endorsement. The recognition of non-celebrities in the

public sphere is uncommon. London Leaders is better than just receiving an award; the support goes further than that. It adds to the ability to do things and it has provided weight to what I do within and outside of my organisation. It has provided credibility and in turn it has made it easier to get things done. **Michaela Crimmin, Head of Arts, RSA**

”

Our events in 2007-08

London Leaders Launch event



October 2007 Attended by over 200 delegates from across London's sectors, this high profile event was the official launch of the programme and featured keynote speeches from June Barnes (previous LSDC Chair) and London Leaders: Solitaire Townsend, Elliot Lipton and Tzeggai Yohannes Deres. The first London Leaders film; 'Imagine London 2050: a world class sustainable city' was screened at this event (Both London Leaders films can be watched on our website: <http://www.londonsdc.org/londonleaders/film.aspx>.) The launch received good press coverage by the London, local and trade media.

London Leaders Borough reception

March 2008 Hosted by London Councils, this event attended by Councillors and borough officers showcased the programme and the opportunities for council involvement. Many of those that attended have subsequently participated in London Leaders events and have nominated individuals and projects from within their boroughs.

Arts and Ecology Day

June 2008 On World Environment Day over 250 people attended a vibrant event at City Hall to mark the launch of Arts and Ecology Day, a collaboration between Michaela Crimmin and Joe Oliver. Arts Day was able to engage the creativity

and influence of the arts community to raise the profile of sustainability by celebrating new plays, poems, music, artworks and dance across London.

London Leading: London Leaders celebrates London Sustainability Weeks



June 2008 To celebrate the mid-year milestone, this event showcased several London Leaders projects and deliverables and featured keynote speeches from Michaela Crimmin, Lutfun Hussain, Dusty Gedge and Solitaire Townsend, musical entertainment from Ife Piankhi, and guest speaker Sophi Tranchell, Managing Director of Divine Chocolate.

Launch of Sustain 72

July 2008 London Leader, Mark Johnson, established Sustain 72 (<http://www.sustain72.org.uk/>), a network of private housing professionals, to champion and bring wider integration to the large number of sustainable development issues that face London in its private housing stock. The launch at City Hall included presentations from Age Concern, Foundations and the GLA Housing and Health teams. Sustain 72 now has membership of over 150 housing, health and energy professionals.

London Leaders Business Breakfast

July 2008 The LSDC hosted a Business Breakfast event with the current London Leaders on

harnessing the momentum of business and enterprise for sustainability. The event enabled organisations and potential London Leaders to find out more about the programme and the benefits of business involvement.

The Sustainable Estate

September 2008 Organised by King's College London in association with the London Leaders programme, the event enabled the sharing of good practice across sectors and demonstrated the value of sustainable practices in estates of multi-functional buildings, including new build and retrofit. Chaired by Peter Bishop from Design for London, the event featured presentations from Andy Ford, Fulcrum Consulting; Andy Stanton, Head of Sustainable Buildings, Transport for London; Stephen Howlett, Chief Executive, Peabody Trust and a London Leader; and Paul Lewis, Self Energy Ltd.

London Leaders Annual Event



December 2008 On the 9th December the LSDC hosted the first London Leaders annual event at the prestigious Royal Society. Attended by 200 stakeholders from across London's sectors, the event marked the announcement of the second round of Leaders and highlighted achievements of the first year. Chaired by LSDC Acting Chair, Paul de Zylva, the event included a keynote speech by Sir Simon Milton, Deputy Mayor for Policy and

Planning, and presentations from existing London Leaders; Philippe Castaing, Michaela Crimmin and Professor Rick Trainor, and new Leaders Wayne Hemingway MBE and Rob Holdway.

“ ”

The programme has been inspirational and the sense of empowerment fantastic. It has helped me to have a longer-term vision and the support has not only meant a lot personally, but it has opened doors and it continues to do so.

Philippe Castaing, Founder, Brixton Green

Where do we go from here?

The early successes of the first year of the London Leaders programme meant that in July 2008 the London Sustainable Development Commission opened the application process for the second round of Leaders. Impressed by the number of excellent applications, in December 2008 the LSDC announced the second round of London Leaders at a high profile event at the Royal Society.

16 Leaders have been appointed for 2009:

- Vijay Amin, Managing Director, ABi Associates
- Chantal Cooke, Founder, Passion for the Planet Radio
- Dr Frances Corner, Head of London College of Fashion
- Richard Featherstone, Regional Development Manager, London Community Recycling Network
- Wayne Hemingway MBE, Founder, Hemingway Design
- Robert Holdway, Director and Presenter, Giraffe Innovation and Channel 4's Dumped
- Laura Ivill, Vice Chair, Bankside Open Spaces Trust (BOST)
- Arthur Potts Dawson, Executive Head Chef, Acorn House Restaurant
- Melanie Poyser, Manager, Handyperson Service, London Borough of Southwark
- Debbie Leach, Chief Executive, Thames21
- Andrew MacAskill, Supply Chain Director, Skanska
- Professor Hugh Montgomery, Director, UCL Institute for Human Health and Performance and Intensive Care Consultant, University College London
- Susan Sheehan, Founder, Hyde Farm Climate Action Network
- Alex Smith, Founder, Alara Wholefoods
- Dr Ben Todd, Executive Director, Arcola Theatre
- Steve Waggott, Group Chief Executive, Charlton Athletic Football Club

Over 2009 the LSDC will be working with each of these Leaders to deliver another series of inspiring and ground-breaking projects demonstrating sustainability in action. This will directly contribute and work towards the ambition to make London a global benchmark for sustainable development.

Programme development

The first, and pilot year, of the London Leaders programme gave us the opportunity to learn from what worked well, and what worked less well. Based on the evaluation of projects and feedback from the London Leaders and other stakeholders, we have made some changes to how the London Leaders programme operates. The LSDC has also identified some opportunities for further development and we will examine these throughout the second year of the London Leaders programme. This continual learning is essential to the delivery of sustainable development and will enhance the impact and reach of the programme and its projects.

What changes did we make?

- The application procedure for the second round of London Leaders was an open application process over two months. A selection panel, including representatives from the Greater London Authority, LSDC and the first round of London Leaders judged applications. This process worked well and a similar process is anticipated for appointing the 2010 group of London Leaders.
- In the first year of operation, Leaders were asked for their project proposals in advance of their appointment. In the second year projects were developed in collaboration with the LSDC and other stakeholders during the first three months of the year's programme. This proved to be much more effective and has provided opportunities to enhance the outcomes of each project and build partnerships between

individual projects and other regional/local programmes and policy.

- Feedback from the first group of Leaders included a request for more opportunity at the beginning of the programme for Leaders to network and build a sense of community between them. At the beginning of the second year two workshops were held focusing on a joint understanding of sustainability, leadership development and project delivery. These ‘London Leader Away Days’ have provided a strong foundation for networking and collaboration between Leaders throughout the year.
- The LSDC instigated a London Leaders internship programme to help provide Leaders with additional project support, whilst providing valuable experience in sustainability delivery for the intern. This new offer for Leaders has been welcomed and valued.

Our recommendations for further development:

- Review the London Leaders programme milestones and evaluation methodology based on the experience of the first year, to ensure that project aims are delivered and outcomes demonstrated.
- Continue to identify current gaps and areas of need and ensure these London priorities are reflected in the work of the programme.
- Consider the development of the London Leaders Network in order to maximise the potential of this growing group of experience and expertise.
- Consider the range of communication methods used by the programme and maximise the strength of existing networks to ‘tell the London Leaders’ story, to ensure we are reaching our target audiences and communicating strong and inspiring messages.

- Continue to explore the ways to best meet the varied leadership and support needs of a diverse group of Leaders.
- Consolidate on existing work and investigate new approaches for cascading the work of the London Leaders to catalyse change across London.
- Continue to work with current stakeholders and examine the potential for new partnerships in order to maximise the value and benefits of the programme and individual projects.
- Strengthen the links between the project work of the London Leaders and policy development at the regional and local level.

Let us know what you think

The London Sustainable Development Commission would welcome your views on the London Leaders programme, whether you have comments on our work to date or have ideas for how the programme develops in the future.

Get involved!

There are a number of ways you can get involved:

- Visit the London Sustainable Development Commission website and join the London Leaders Network to receive the London Leading e-newsletter and regular project and event notices: www.londonsdc.org
- Are you doing something special to make London a better place to live and work now and for the future? If so, become a London Leader yourself and inspire others. Find out more on our website.

Contact us

Visit the website: www.londonsdc.org

Via email: london.leaders@london.gov.uk

Appendix 1: London Leaders 2007-08

Philippe Castaing, Founder of Brixton Green

London Leaders pledge: To make Brixton a hub for green enterprise. Over the year Philippe set up Brixton Green Community Land Trust Ltd as a vehicle to develop a low carbon urban project driven by, and for, the local community, and has worked with stakeholders to scope the requirements for this sustainable energy vision.

Michaela Crimmin, Head of Arts, RSA

London Leaders pledge: To engage the cultural community in sustainability in London. Michaela held Arts and Ecology Day in June, an initiative that has developed into Respond!, a month-long programme of cultural events to promote sustainability.

Tzeggai Yohannes Deres, Director, Evelyn Oldfield Unit

London Leaders pledge: to establish a network of refugee leaders with increased understanding of sustainability issues. Tzeggai developed a training programme for young refugee leaders on environment and sustainable development and established REAL (Refugee Environment Action London) to continue this work.

Reverend Roger Gayler, Chair of Wellgate Community Farm and of Marks Gate Local Agenda 21 Group

London Leaders pledge: To engage the Marks Gate community on sustainability issues and encourage churches to provide leadership. Over the year Roger worked to try and re-establish the local derelict allotment site, secure funding for local waste food composting and 'farm to schools' programme, and establish a credit union for his community.

Dusty Gedge, Founder of Living Roofs

London Leaders pledge: To retrofit three green roofs on central London businesses. Dusty completed two roofs in 2008 and more are pending!

Steve Howlett, Chief Executive, Peabody Trust

London Leaders pledge: Developed and delivered 'Eat to Live' with social housing residents across London to encourage residents to adopt healthier lifestyles.

Lutfun Hussain, Project Coordinator, Coriander Club, Spitalfields City Farm

London Leaders pledge: To work with the Coriander Club in creating a 'Spitalfields Green Quarter'. In September Lutfun published and launched the Coriander Club Cookbook.

Mark Johnson, Operations Director, London Warm Zone

London Leaders pledge: Mark's project was three-fold: he delivered an increase in the uptake of energy efficiency grants in London, established a network to promote sustainability initiatives in the private sector housing, and created a transparent social carbon offsetting fund.

Elliot Lipton, Managing Director, First Base

London Leaders pledge: To work with the housing supply chain to ensure the aspiration for sustainable homes is met by the availability of suitable products from the industry. Elliot has continued to work through First Base to champion sustainability standards in the housing industry.

**Andrew Morrison, Special Projects,
Travis Perkins**

London Leaders pledge: To make it easy and affordable for local people to reduce their impact on the planet. Andrew left B&Q and joined Travis Perkins during his year as a London Leader and has been working to ensure the provision of sustainable products for the DIY and construction industry.

Joe Oliver, Director, BASH

London Leaders pledge: To champion the development of a sustainable entertainment venue. During 2008 Joe worked with Michaela Crimmin to deliver Arts and Ecology Day and BASH has transformed a derelict warehouse to become a community business space, testing sustainability standards for live entertainment.

**Ife Piankhi, Coordinator Linking
Communities Project (Merton), Facilitator,
poet and social entrepreneur**

London Leaders pledge: To run a series of creative events to promote, inspire and motivate Londoners to make sustainability a priority in their lives. Ife ran a residential course for young people in Merton focusing on leadership for sustainability.

**Monica Saini, Travel and Environment
Advisor, Christian Aid and Climate Change
Ambassador, LSx**

London Leaders pledge: To work with small food outlets and local supermarkets to eliminate the plastic bag. Monica is working with small retailers in the Waterloo area, providing energy and waste assessments and reducing waste from the lunchtime trade.

**Solitaire Townsend, Co-founder and
Chief Executive, Futerra Sustainability
Communications**

London Leaders pledge: To demonstrate London's creativity and innovation for positive change. In 2008 Solitaire established Broadcasting Green, an initiative to work with the TV/film and advertising sectors to portray pro-environmental behaviours on screen.

**Professor Rick Trainor, Principal, King's
College London**

London Leaders pledge: To promote collaborative, inter-disciplinary research to develop solutions to sustainability public policy issues. Rick hosted two events, one on air quality in London and another entitled, The Sustainable Estate.

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

Public Liaison Unit

Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA

Telephone **020 7983 4100**
Minicom **020 7983 4458**
www.london.gov.uk

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.

Chinese

如果需要您母語版本的此文件，
請致電以下號碼或與下列地址聯絡

Vietnamese

Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.